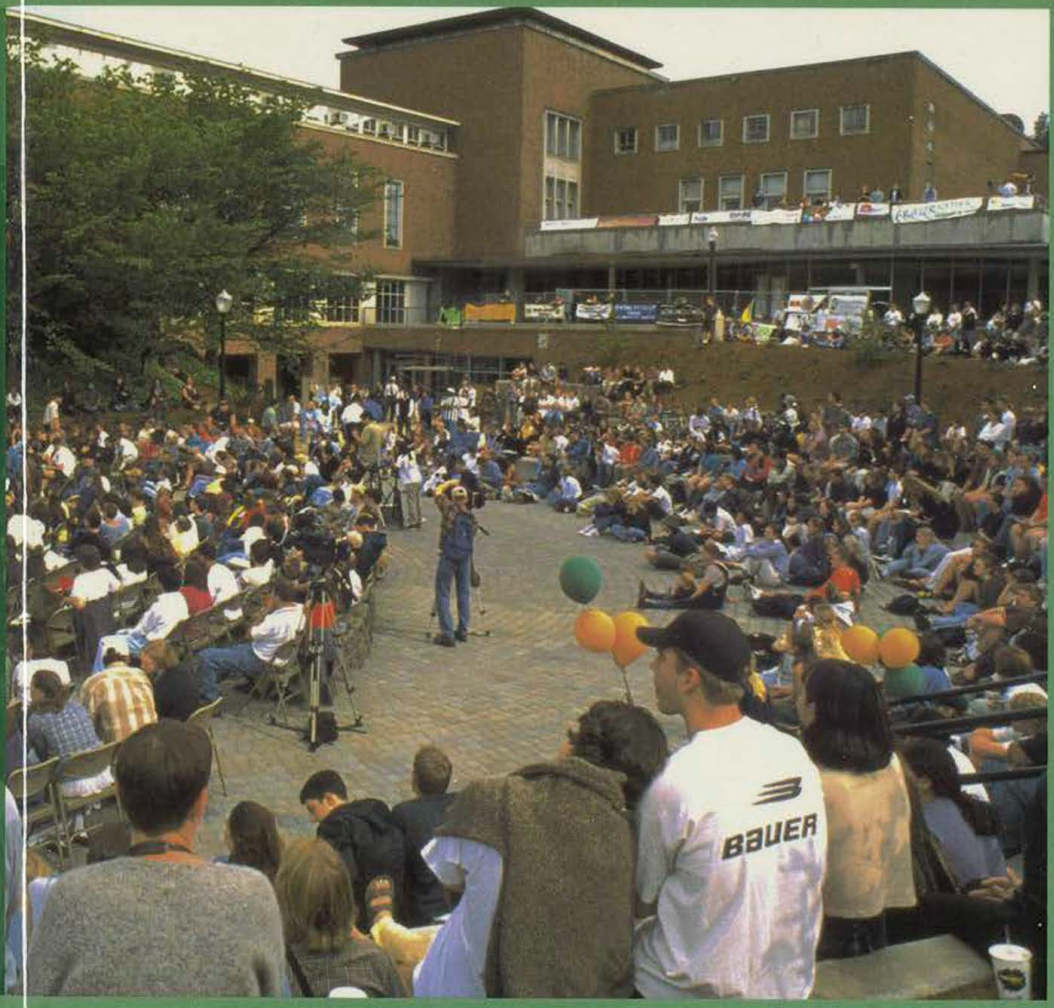
A Common Ground



The Erb Memorial Union 1950 to 2000

UNIVERSITY OF OREGON

Adell McMillan

Adell McMillan is the Director Emeritus of the Erb Memorial Union at the University of Oregon. She has a B.A. in Social Science from Whitman College and an M.S. in Recreation Management from the University of Oregon. She began her career in the college union and student activities field in 1955 as Program Director of the Erb Memorial Union and served as its Associate Director before becoming Director in 1975. Retiring in 1991, she is an active community volunteer. She previously co-edited and was partial author of *College Unions–Seventy-five years*, published by the Association of College Unions International, of which she is also a past-president.

About *A Common Ground*

The Erb Memorial Union at the University of Oregon celebrated the 50th anniversary of its dedication on November 5, 2000. This history was written to commemorate fifty years of union programs and activities, union governance, the building and its additions, renovations and restorations and the individuals–students, faculty and staff–who made this center of the campus community a vibrant and exciting place. Additionally, the book provides a historic context and covers the earlier history of the attempt to build a student union at the University of Oregon prior to its final completion in 1950.

Celebrating 125 Years of Service

UNIVERSITY OF OREGON
LIBRARY SYSTEM

SCA Archiv
Ref
LD
4365
.E73
M36
2003

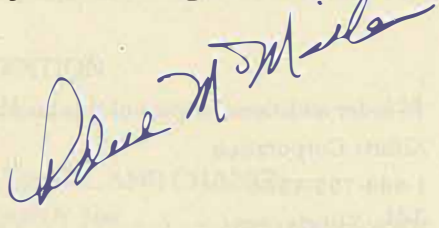
A COMMON GROUND

A COMMON GROUND

❖

Erb Memorial Union 1950 to 2000

University of Oregon



Adell McMillan

Copyright © 2003 by Erb Memorial Union.

Library of Congress Number: 2003094904
ISBN: Hardcover 1-4134-2157-1
Softcover 1-4134-2156-3

All rights reserved. No part of this book may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system, without permission in writing from the copyright owner.

This book was printed in the United States of America.

To order additional copies of this book, contact:
Xlibris Corporation
1-888-795-4274
www.Xlibris.com
Orders@Xlibris.com
20401

Contents

ILLUSTRATIONS 9

INTRODUCTION 13

PROLOGUE 15

CHAPTER I: A HISTORICAL CONTEXT 17

CHAPTER II: BEFORE AND AFTER WORLD WAR II 28

CHAPTER III: ERB MEMORIAL UNION
APPEAL FOR FUNDS 35

CHAPTER IV: FINAL PLANNING AND CONSTRUCTION 49

CHAPTER V: OPENING THE UNION AND DEDICATION 67

CHAPTER VI: THE SU—ITS FIRST DECADE—THE 50s 84

CHAPTER VII: THE SU—STUDENT INVOLVEMENT—
THE EARLY 60s 118

CHAPTER VIII: SU FIRST ADDITION
AND FUTURE PLANNING 154

CHAPTER IX: A TIME OF TURMOIL AND CHANGE—
THE LATE 60s—THE EARLY 70s 167

CHAPTER X: EMU SECOND ADDITION 296

CHAPTER XI: NEW EMU GOVERNANCE—
1974 TO 1980 329

CHAPTER XII: FISHBOWL REMODEL—1981 416

CHAPTER XIII: THE 1980s 428

CHAPTER XIV: EMU BALLROOM LEVEL
IMPROVEMENT PROJECT 482

CHAPTER XV: BUILDING THE
OUTDOOR PROGRAM BARN 497

CHAPTER XVI: THE 1990s 504

CHAPTER XVII: FOOD SERVICE AND
RECREATION FACILITIES REMODEL 598

EPILOGUE 627

ACKNOWLEDGMENTS 635

ENDNOTES 637

Dedication

To the students who made it all possible
and
To the other directors:

Dick Williams,
Si Ellingson,
Dick Reynolds
and Dusty Miller

ILLUSTRATIONS

Unless otherwise specified, all of the photographs in this book are from the University of Oregon's Knight Library Division of Special Collections and University Archives Photograph Collection. The collection number or call number are noted by * or **. * denotes the University Photograph Collection, UA REF 3. ** denotes University Negative Collection Binders.

1. "Student Union Headquarters,"c. 1923 * 20
2. Photograph of John MacGregor, c. 1923 ** 21
3. Photograph of Donald M. Erb, c. 1947 ** 33
4. Chambers Board Room, SU Board Meeting, c. 1950 * 45
5. Taylor Lounge with Tom Taylor oil portrait, c. 1950 ** 46
6. Waller Room, c. 1950 ** 46
7. EMU under construction sign at 13th and University, c. 1949 ** 58
8. Student union under construction, c. 1949 * 57
9. World War II Memorial Plaque, c. 1950 ** 61
10. Stevenson Mural, main lobby with the original Main Desk, c. 1952 ** 61
11. Setting the U of O Seal in the Hello Walk in front of the student union, c. 1950 ** 64
12. Donald M. Erb Portrait and Plaque, c. 1951 ** 65
13. Laying the cornerstone of the SU, c. 1949 * 66
14. 1949-50 SU Board ** 70
15. 1950-51 SU Board ** 71
16. Student Union exterior, c. 1951 ** 73
17. Student Union Dedication: Blessing of the building ceremony, c. 1950 ** 74
18. Games Area, bowling alley, c. 1950 * 82
19. Student Union Art Gallery, c. 1950 ** 85

20. Student Union Ballroom, a dance, c. 1951 * 86
21. Fishbowl Soda Bar, c. 1950 ** 92
22. Fishbowl, c. 1950 ** 93
23. Browsing Room. c. 1952 ** 97
24. Homer Tomlinson, "King of the World," c. 1962 * 138
25. Free Speech Platform, c. 1962 * 138
26. Roman Banquet, SU Ballroom c. 1964 * 143
27. Student Union: first addition under construction, c. 1962 ** 159
28. Student Union: first addition exterior, c. 1962 ** 161
29. Si Ellingson, c. 1965 * 165
30. Dick Reynolds, c. 1970 * 172
31. Combined U of O and OSU Club Sports Rugby Team in Wales, G.B., c. 1967 * 207
32. Student Union Art Gallery, c. 1966 ** 238
33. Wagon Museum, c. 1969 ** 248
34. Peace Corp Tent, SU front lawn, c. 1966 ** 264
35. Student Protest: Pro-Vietnam war rally, c. 1969 * 271
36. EMU second addition, under construction, c. 1973 * 318
37. Hanging sculpture by Dana Boussard, "To the New World," 1974 building addition * 323
38. 1974 building addition, Ned Shafer and Adell McMillan, c. 1974 * 325
39. EMU Craft Center, ceramics area, c. 1978 * 372
40. Child Care and Development Center, c. 1975 * 378
41. EMU Drop-in-Center, c. 1975 * 379
42. John Bellushi in the Fishbowl, during the filming of *Animal House*, c. 1977 * 408
43. William C. Jones quote, EMU main lobby, c. 1965 ** 412
44. EMU Fishbowl, 1981 renovation, east platform, c. 1981 * 423
45. William C. Jones quote and 1% for Art stained glass windows by Garth Edwards, c. 1982 * 439
46. Club Sports, Men's Soccer Team in Autzen Stadium, c. 1980 * 463
47. Outdoor Program: A bicycling trip, c. 1985. *Courtesy of the Outdoor Program.* 464

48. Craft Center: carving woodblocks for printmaking, c. 1983. *Courtesy of the Craft Center* 466
49. EMU Child Care Center, c. 1984. *Courtesy of the Child Care and Development Centers.* 468
50. Cultural Forum: Mac Court concert, c. 1984 *Courtesy of the Cultural Forum.* 470
51. Cultural Forum: Lecture by Dr. Helen Caldicott, c. 1989. *Courtesy of the Cultural Forum.* 471
52. Cultural Forum: Lecture by G. Gordon Liddy, c. 1985. *Courtesy of the Cultural Forum.* 472
53. Cultural Forum: Willamette Valley Folk Festival, c. 1985. *Courtesy of the Cultural Forum.* 473
54. EMU Art Gallery, c. 1985. *Courtesy of the Cultural Forum.* 474
55. Aperture Gallery, Cultural Forum photo gallery, c. 1985. *Courtesy of the Cultural Forum.* 474
56. Moss House Yard, c. 1998. *Courtesy of the Child Care and Development Centers.* 585
57. Outdoor Program: a Rogue River Cleanup project, c. 2000. *Courtesy of the Outdoor Program.* 588
58. Club Sports: Head of the Charles Regatta Team, Boston, c. 1993. *Courtesy of Club Sports.* 588
59. Club Sports: Ultimate Team, 1992 College National Champions. *Courtesy of Club Sports.* 590
60. Craft Center: Jewelry and metal working area, c. 1993. *Courtesy of the Craft Center.* 594

INTRODUCTION

College unions are one of the primary influences on the habits, skills and beliefs of their institutions. What explains how a union can become this prominent creator and repository of civilization as it serves the academy?

The college union is most often a physical reflection of its institution. Most unions share an architecture compatible with their campuses and the internal structure and governance of the union is usually a close variation of the institution's governance structure. The union may be identified as the college union, college center, student union, student center, the memorial union or a host of other names. But these facts do not explain the union's role or answer why unions are so vital to the civilization of their campuses.

The answer is the union's purpose. It is the only entity on campus dedicated to servicing, engaging and involving all segments of the campus. The union is purposefully student centered, yet it actively seeks to welcome future students, returning students, alumni, faculty, staff and in many instances the local community. The invitation may be to view an art exhibit, to attend a lecture, to relax, to have fun, to engage in debate, to participate in shared governance or to learn from and about each other. It is not the singular event that is most critical. It is the sharing of ones self, the discovery of the bounty others bring to the experience, the euphoria of a new challenge met and the nurturing received when we fail that creates this vital community center. It is the sense of community that a union fosters that allows individuals to learn and grow into confident, critical thinking citizens. That is what a union does. That is why their history is important.

I urge you to read, with a sense of joy, the journey the Erb Memorial Union traveled to become the community center of the University of Oregon. The work teaches, reveals, shares and inspires those who have

been involved with the EMU. I will use portions of this work to help future EMU Boards of Directors, student leaders in the ASUO and EMU programs and new EMU staff gain a perspective of the EMU's past, its current purpose and its hopes for the future. I believe all who are engaged in the enterprise of building community will enjoy and learn from this work.

Dusty Miller
Director
Erb Memorial Union and Educational Activities
University of Oregon

PROLOGUE

The writing of this book has been without a doubt a labor of love. In the fall of 1996, I was invited by Dusty Miller, EMU director, to a luncheon meeting in the EMU to discuss how the EMU should celebrate its 50th anniversary in the year 2000. During the discussion at that luncheon, which was attended by several EMU professional staff, student and faculty members of the EMU Board, and Richard C. Williams, the first director of the EMU, I asked if any thought had been given to having someone write the 50 year history of the student union. Then, in a moment of utter naivete, I volunteered to research and write that history. Little did I realize that over six years later I would finally finish the task. None of us realized at that time how long it would take to read and take notes on 50 years worth of archival information and files. I hope that the results will be considered worth the effort—for me it has been one of the most satisfying experiences of my professional career.

Fifty years is a very long time and the amount of information available about the EMU and its activities and programs was monumental. I hope that what has been included will give the reader a full sense of its history and the students, faculty and staff who have made it all happen. It was not possible to cover every program and event sponsored by each and every one of the EMU programs, but every effort was made to give a flavor during each of the decades of the sort of activities and programs that were indicative of that particular period.

This was not intended to be the history of the Associated Students of the University of Oregon. However, because of the close association between the ASUO and the EMU Board over the years, a good deal of ASUO history was inevitable.

The reader might think that too much attention was paid to the design, planning and construction of the original building and its various additions, renovations and refurbishments. I plead guilty and the only

excuse is that I have a particular interest in architecture and the process by which the built environment is accomplished.

Now, a word is needed about politically correct language. I decided early on that I would use the words that were used in a particular time in history. Thus, until the late 1960s, you will note that people who chair boards and committees are referred to as "chairmen," and from the late 1960s on they referred to as "the chair," etc. Though this decision may offend some, in my opinion, it was the historically correct approach.

Early in the writing of this history I struggled with the issue of how to refer to myself, since I was a part of 36 years of the first 50 years of the EMU's history. At one time it seemed reasonable that, when I appeared on the scene, I would refer to myself in the first person. However, it became very clear that, for readability and continuity, it would be more appropriate to refer to myself in the third person. It seemed strange at first, but became second nature very quickly.

Finally, though this venture into history may not be read by multitudes, it seemed terribly important to me that someone chronicle this extraordinary story of student fortitude and ingenuity, student accomplishment, staff and faculty dedication, and the coming together, over and over again, of a University community to provide for its constituents a place for learning, for cultural opportunities, for recreation, for friendships and just plain fun—a common ground. With the continued dedication of the EMU Board, the professional staff, and the greater University community, I have no doubt that the same sense of community and opportunity will go on for another 50 years and beyond.

Adell McMillan
January 2003
Eugene, Oregon

CHAPTER I

A HISTORICAL CONTEXT

College Union Movement

What we know as the college union movement began with the union debating societies at Oxford and Cambridge Universities in England in the early 19th century. The official date of the founding of the Cambridge Union is 1815, and the organization that became the Oxford Union was founded in 1823. Though debating was the primary objective of both of these unions, they also provided libraries for their members use and were a socializing influence on the young men who participated.[1]

In 1902, John Corbin wrote in *An American at Oxford*, describing the Oxford Union: "Its members were carefully selected for their ability in discoursing on the questions of the day. In its debates Gladstone, Lord Rosebery, the Marquis of Salisbury and countless other English statesmen of recent times got their first parliamentary training. Its present fame is largely based upon this fact; but its character has been metamorphosed."[2]

The modern college union movement in the United States began with the creation of a debating society at Harvard College in the late 19th century. A Harvard circular, dated November 26, 1895, announced an informal meeting at the University Club of Boston to discuss organizing a large and comprehensive club at Harvard, which would do for Harvard what the unions of Oxford and Cambridge had done for those universities.[3] The early American debating societies were not originally housed in their own buildings, but used rooms in other campus buildings or local pubs. However, in 1894 Mr. and Mrs. Henry Houston donated $50,000 each toward the building of Houston Hall at the University of Pennsylvania, giving it the distinction of being the oldest college union building in the United States.[4] The *1896 Catalogue of the University of Pennsylvania*

stated that "the purpose of Houston Hall is to provide for all the students of the various departments a place where all may meet on common ground; and to furnish them with every available facility for passing their leisure hours in harmless recreation and amusement."[5] Shortly thereafter, in 1901, Major Henry L. Higginson donated $150,000 toward the building to be known as the Harvard Union.[6] The *1901 Constitution of the Harvard Union* stated that "its objective shall be to promote comradeship among members of Harvard University, by providing at Cambridge a suitable club house for social purposes."[7] With the establishment of these two buildings and their stated purposes, the college union movement in the United States moved from what has been called the Debate Stage to the Club Stage. It should be noted that these were clubs for men only and during this period the word "union," inherited from English universities, meant organizations open only to male students.[8]

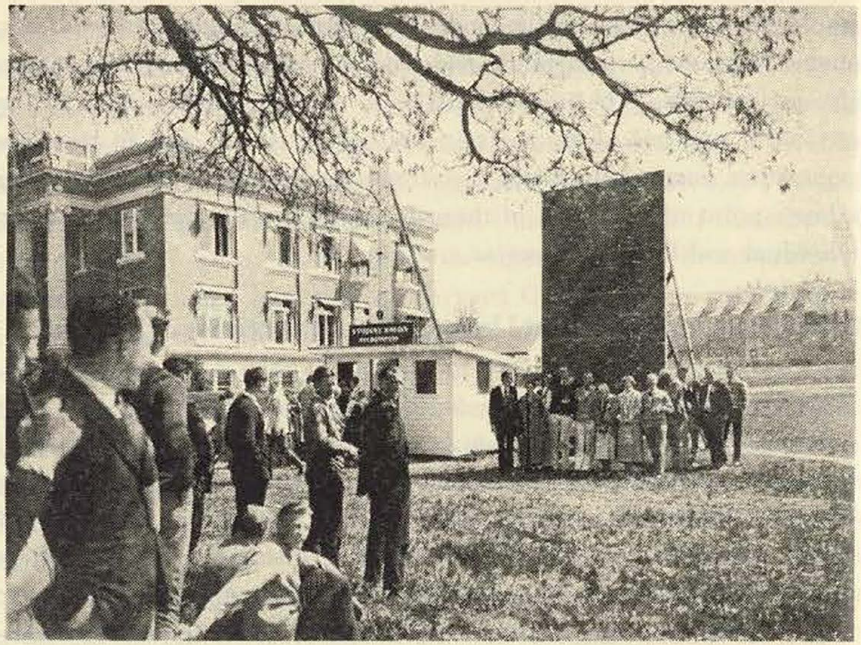
The 1920s brought what was known as the Campus Democracy Stage of the college union movement in the United States. During this phase, unions became places for all students rather than clubs for men only. This stage was described as "the period not only in which a social life is enjoyed by men and women students but also in which the seeds of a culturally and educationally social life for the entire college community are being planted—to appear and grow in the community recreational stage."[9] By 1930, college union buildings were present on campuses at the Universities of Illinois, Iowa, Kansas, Michigan, Purdue, Texas, Utah, Wisconsin, Indiana, Brown, Ohio, Oklahoma, Minnesota, Case, Cornell and Iowa State, Michigan State, Bowdoin College, and Oregon State College, to name the major unions. *The Directory of College Unions* listed fifty-nine union buildings or similar facilities by the end of 1929.

As noted above, one of those unions was located at Oregon State College (then known as Oregon Agricultural College—OAC). Fund raising for the union at Oregon State began in July of 1924. After more than two years of successful fund raising, ground was broken for the Memorial Union on May 14, 1927, and it opened its doors to students, faculty and alumni in early October of 1928.[10] In writing for the September 1923 *OAC Alumnus*, James T. Jardine, director of OAC's Experiment Stations and a strong advocate for a union, said, "The Memorial Union Building

should provide a place for the students to relax in suitable surroundings, a home for student organizations and a center of information about college life and activities. The idea should be to promote participation of the maximum number of students in college activities and to promote cooperation, community spirit, friendliness and appreciation of the other fellow's point of view. All of these have to do with the future of the individual and his usefulness as a citizen."[11]

1924 Drive for a Student Union at the University of Oregon

At the same time that the students and alumni of Oregon State were launching their major fund raising campaign for their Memorial Union, students and alumni at the University of Oregon were also beginning their quest for funding a student union. In 1924, the University announced its first major gifts campaign with the goal of raising five million dollars over a five year period with an ultimate goal of raising ten million over ten years. The 1924 *Oregana* noted, "Gifts for the construction of a much-needed library, an infirmary, a men's gymnasium and athletic fields, an auditorium, a student union, a class room building, a science building, and other buildings; gifts for fellowships and loan funds; endowments for professorships; funds for research; these are some of the objectives of the University's campaign for private funds."[12] The Class of 1925 were Juniors at the beginning of the Gift Campaign and they raised more money for the new student union than any class at the University. Three photos appeared in the 1925 *Oregana*, showing a small wooden building on the lawn west of Johnson Hall with a sign that read "Student Union Headquarters" and a barometer on the roof indicating how the fund drive was going. According to the *Oregana*, "The barometer and derby kept the interested subscriber posted as to the generosity of his fellow students. The goal was $200,000, and we went over the top."[13]



1. "Student Union Headquarters: Located west of Johnson Hall, c. 1923.

The idea to begin a campaign for a student union building at the University of Oregon can be at least partially attributed to John McGregor, 1923 student body president, who was impressed by the Stephens Union at the University of California, Hart House at the University of Toronto, Canada and the pending program at Oregon State College. Shortly after McGregor announced a campaign for a student union, several residence halls and Greek houses pledged donations amounting to about $10,000. In April 1924, students were requested to pledge $10 per year for ten years as part of the University's major gifts campaign. *The Oregon Daily Emerald* reported that over 300 students took part in the campaign and collected pledges for approximately $219,000. As an added stimulus, the Board of Regents promised to purchase property for the site of the student union on the half block at 14th and Kincaid Street, and did so in May 1924.[14] The property was never used for the union site and became a University parking lot.

2. John MacGregor, 1923 ASUO president.

First Student Building Fee

Following the original fund drive, the Executive Committee of the Associated Students of the University of Oregon [ASUO] proposed a $5 per term building fee as a more certain way of gaining funds for student buildings, particularly since the pledges made in 1924 and 1925 would be the last requested of students. The $5 would be used to off-set the pledges made by students.[15]

The June 15, 1925 minutes of the University of Oregon Board of Regents indicated that the officers of the ASUO made a report informing the

Board that by more than a two-thirds vote, the student body approved a proposal to charge a building fee of $5 per student per term, which the Board of Regents approved. The fee was to be collected at the time of registration and to be used only for buildings approved by the Board of Regents and the Executive Council of the ASUO.[16] During the student body elections, the arguments put forward for approving the fee were:

1) it would build bleachers,
2) it would build a basketball pavilion,
3) it would build a student union within three years,
4) at present enrollment (1924-25) $45,000 would be available each year for building purposes, and
5) students, through their representatives in the Executive Council, would have a check on the disposition of their money.[17]

In 1933, the Oregon Legislature wrote the fee into statutory law and authorized the State Board of Higher Education to "charge and collect from each student at the time of registration at any of the institutions under its control a fee not to exceed $5 for each regular term or semester to be used in and credited to the building fund of such institution."[18] It should be noted that the statute did not refer to student buildings, as had been originally proposed by the ASUO. Researching this era in 1948, Richard C. Williams, by then educational activities manager at the University, found that when Hayward Field and McArthur Court were finished it was intended that the building fee would be used to construct a student union. He discovered that during the depression years the fees had been matched with WPA funds to build the infirmary, the library, Chapman Hall and the men's physical education building, thus leaving no funds to build a student union building.[19]

Student Activities, the Associated Students and Fees—1901 thru 1930s

Henry D. Sheldon wrote in his *History of the University of Oregon* that the students organized an association in 1900 "to provide a stable financial basis for student activities, especially athletics." He stated that

all registered students were members of the association upon payment of a fee.[20] University of Oregon Board of Regents minutes in 1904 note the Associated Students of the University of Oregon as having been organized and that there was a mandatory fee payment of $5 per student per year for support of the activities of the association. In 1917, due to rather loose operating procedures, it was necessary for the ASUO to sell the assets of the bookstore in order to pay the salary of the football coach. Finally in 1923 the ASUO formed a corporation and the articles of incorporation called for a mandatory fee of $15 per year to be collected by the comptroller's office. This fee was mandated until 1934.[21]

During this period of time the ASUO was responsible for managing all student activities, including all concerts, dances, band and orchestra, forensics, athletics and the publication of the *Oregana*, the *Oregon Daily Emerald* and the *Student Directory*. These responsibilities were carried out by an Executive Council made up of student, alumni and faculty members, who employed a graduate manager to handle the day to day operations of the Council. The ASUO sponsored activities were fumded by the $5 student body fee and from gate receipts of athletic events.[22]

In 1934, Richard L. Neuberger, who would later become a U.S. Senator from Oregon, and who was a University of Oregon student from 1931 until the end of fall term 1934 and editor of the *Oregon Daily Emerald* in 1932-33, spearheaded a movement to make the student body fee optional, rather than mandatory. A group of graduate and law students protested to the University administration that they did not participate in any of the activities of the ASUO and were paying for privileges they neither wanted or used. A petition from University of Oregon students, requesting optional membership in the ASUO, was presented to the State Board of Higher Education at their January 15, 1934 meeting. The petition was referred to their Student Welfare Committee, which recommended that the petition be disallowed, thereby upholding the mandatory fee. In February of that year the Board requested an Attorney General's Opinion on mandatory fees.[23]

In response to the State Board's request, Attorney General Van Winkle stated that the Board had the authority to levy and collect fees, and that those fees could be allotted to the ASUO if they were to be used in payment of "expenses incidental to the courses of instruction," but that the Board

could not legally allot fees for other purposes of the ASUO. In March 1934, the State Board informed the University that the mandatory student body fee should be optional.[24] The student body fee was collected as an optional fee through the 1939-40 school year.[25]

Educational Activities Board and Athletic Board

The files of the 1935-36 *Oregon Daily Emerald* carried articles indicating that the sale of an optional student body card was not particularly successful and there seemed to be little student interest in helping offset the expenses of the ASUO by purchasing the card. The ASUO was rapidly losing money and in the spring of 1936 they placed a proposal before the student body to turn over the operation and management of their activities to the president of the University, Dr. Clarence Valentine Boyer. President Boyer was given the responsibility for administering the student activities program, including athletics under the revised ASUO constitution.[26]

President Boyer conferred with various alumni, members of the faculty and students about how the various activities should be organized in the future and decided to create two boards to carry out the responsibilities: the Athletic Board and the Educational Activities Board. He appointed alumni, faculty and student members to the Athletic Board to administer athletic activities, and faculty and student members to the Educational Activities Board to administer all of the remaining activities. His reasons for appointing alumni members to the Athletic Board were that alumni had a great interest in this program and athletics were supported primarily by alumni and the general public. He placed faculty members on the Athletic Board because he thought that they would not only see that athletics were administered on a sound financial basis, but also that the program would be administered in a way that was supported by the faculty. He placed faculty members on the Educational Activities Board because he was responsible for these activities and he wanted them carried out in such a way as to receive the support of faculty for policies established by the Board. The student members of the two boards were the members of the Student Executive Council. The president of the ASUO served on both boards, the president of the Associated Women

Students served on the Educational Activities Board, and the other members of the Student Executive Council were divided between the two boards, according to their particular interests.[27]

The responsibilities of the Athletic Board were to hire the athletic manager, coaches, secretarial and office staff, to recommend to the Student Executive Council the fee that would need to be assessed to finance the activities, prepare budgets for athletic activities, including football, basketball, baseball and track for both the varsity and freshman teams, set the budget for the Rally Committee, whose funds were to be administered by the Student Executive Council, and to schedule games.[28]

The responsibilities of the Educational Activities Board were to: hire an educational activities manager and a secretary; prepare budgets for all of the educational activities, including *Oregana*, *Oregon Daily Emerald*, band, orchestra, forensics, concerts, etc.; administer some two dozen Trust Funds deposited by various student and class organizations; and interview applicants for the positions of editor and business manager of the *Oregana*, editor and business manager of the *Oregon Daily Emerald* and recommend their appointments to the Student Executive Council.[29]

In addition to sitting as student members on the Athletic Board and the Educational Activities Board, the Student Executive Council was responsible for: setting the optional student body fee; setting the fee for athletic events; appointing the editors and business managers for *Oregana* and the *Oregon Daily Emerald* upon the recommendation from the Educational Activities Board; administering the budget set for the Rally Committee by the Athletic Board; approving athletic awards recommended by athletic coaches; appointing the yell leader; determining the number and appointment terms for student athletic managers; and making recommendations on any subject of interest to the Educational Activities Board or the Athletic Board.[30]

The Incidental Fee

Following the State Board of Higher Education 1934 edict to the University of Oregon that the $5 per student per term student body fee must be optional, they also voted to eliminate the $5 Associated Students fee as a requirement for admission to any of the State System colleges.

universities or teacher's education schools. In February 1935, the Oregon Legislature passed a bill, signed into law by the governor, that allowed the State Board of Higher Education to collect student activity fees from students, but it was not to exceed $5 per term. The text stated, "The state board of higher education may in its discretion levy and collect from students in the state institutions, or any of them, a fee not to exceed $5 per term, to be used, in the discretion of the board, for the development and promotion of such student activities as lecture and concert series, oratory, debate, dramatics, musical activities, athletics, student publications and other recreational and cultural activities. The funds so collected shall be administered by such organizations as the board may, from time to time, designate."[31]

According to the January 31, 1936 issue of the *Oregon Daily Emerald*, "a student relief committee headed by Howard Ohmart, Eugene Allen, and Charles Baddock started circulating petitions asking for a state referendum of the measure. With aid from a state committee under Neuberger and other groups led by State Sen. Peter Zimmerman, the [petition] calling for a referendum numbered 16.000 [signatures], which was more than the law required." The bill was referred in a special referendum election and lost by a vote of 50,971 in favor of the measure and 163,191 opposed.[32]

Until 1938-39, the State Board of Higher Education had been charging a mandatory health service fee amounting to $3.50 per term. In that year, the Board raised the fee to $5.50 and changed the name to the "incidental fee." Until 1940, the ASUO continued to collect the optional student body fee, whereupon the State Board of Higher Education raised the newly named incidental fee to $7.00 per term and ruled that certain extracurricular activities were to be paid out of the fee, but not athletics.[33] It is interesting to note, "There was no basis in the law in 1940 for this absorption of the optional student body fee into the mandatory incidental fee. It would appear that the board reasoned that by keeping athletics out of the mandatory fee and by including only educational activities, it was obeying the spirit of the attorney-general's opinion and the referendum of the people."[34]

In 1945, the Legislative Assembly repealed section 5) of the Power of the State Board of Higher Education and enacted a new section 5) "To

proscribe a fee for admission into the institutions under the control of the state board of higher education to be applied to the payment of incidental expenses, the rate of tuition for instruction therein, and such other fees deemed necessary or advantageous for the cultural and physical development of the students." This statue provided the legal authority for the State Board to collect any and all mandatory fees and in June 1945 the Board increased the incidental fee from $7.50 to $10.50 per term. The *1945-46 University of Oregon Catalogue* contained an insert stating, "Payment of stipulated fees entitles all students registered for academic credit to all services maintained by the University for the benefit of students, including use of the library, laboratory and course equipment, health services, gymnasium equipment, daily newspaper, admission to athletic events, admission to concert and lecture series sponsored by the University. No reduction in fees is made to students who may not desire to use some of these privileges."[35]

This historical context provides the background for understanding how important the events of the coming years were to be in the life of the University of Oregon family of students, faculty, staff and alumni as they progressed toward the establishment of a student union.

CHAPTER II

BEFORE AND AFTER WORLD WAR II

Renewed Interest in a Union

In April 1939, the Executive Council of the Associated Students of the University of Oregon appointed its first vice president, Zane Kemler, to represent the ASUO on a committee to investigate the possibilities of a student union building at the University.[1] Will V. Norris, professor of physics at the University, was the advisor to the Student Union Committee[2] and an unofficial technical advisor on building planning issues to President Donald M. Erb. The Executive Council also approved a motion to subscribe to the *Bulletin* of the Association of College Unions and to send Paul Deutschmann as a representative of the Council to speak with the President of the State Board of Higher Education about a proposal to build a student union at the University.[3] In May 1939, the Executive Council approved a motion that "20% of the income of A.S.U.O. student fees be set aside for a Student Union Building fund . . ."[4]

In the Spring of 1939, J. Orville Lindstrom, University business manager, prepared a report providing an analysis of annual cash receipts that might be allocated to the Student Union Building Fund. He indicated that as of July 1, 1938, the Student Union Building Fund amounted to $35,787, consisting of $1,240 in cash, $22,000 in notes receivable[5] and $12,546 in real estate (a fraternity house). Lindstrom went on to speculate on what other annual receipts might be made available for a building fund, including $1,200 from the rental of the fraternity property, $2,400 from rental paid by the University Co-op and $5,000 which, was 20% of

the ASUO optional annual membership fee. This made the total possible annual receipts available, beginning with the fiscal year 1939-40, of $8,600.[6]

Lindstrom went on to predict how large a building project would be possible under various scenarios and how using 20% of the ASUO membership fee would effect the Athletic Board, the Educational Activities Board and the ASUO itself. He concluded it would be possible to construct a building costing from $128,000 to $150,000, depending on the scenario adopted.[7] He further concluded, however, that given the uncertainties over the use of a portion of the ASUO membership fee, and the fact that only $8,000 would be available in 1939-40, it would be better if the Athletic Board and the Educational Activities Board budgeted as much as they could from their funds for the building fund over the next four to six years in order to pay their indebtedness to the Alumni Holding Company. Then in 1945-46 about $8,000 of the regular student building fee would be become available and there would be enough funds to secure a loan to build the building.[8]

With the arrival of the United States entry into World War II in Europe and the Pacific, building plans were again put on hold.

Educational Activities, 1935 through 1940s

Throughout the late 1930s and the war years, the Educational Activities Board continued to be responsible for nearly all student activities at the University. In their 1938-39 Annual Report, the Board informed President Erb that the Board had successfully completed its third year as a separate division of the ASUO with a much stronger organization and an improved financial condition. The Board was chaired that year by Earl M. Pallett, executive secretary of the University, and the members of the Board were: faculty members—Orlando John Hollis, professor of law, Dan E. Clark, assistant director of the General Extension Division, Karl W. Onthank, dean of Personnel Administration, Horace Robinson, assistant professor of drama; student members—Harold Weston, ASUO president, Jean Palmer, ASUO vice-president, and Elizabeth Stetson, AWS president; and ex-officio members—Paul Deutschmann, editor of the *Oregon Daily*

Emerald, George Root, manager of Educational Activities, and J. O. Lindstrom, University business manager. The report also noted that their were few staff changes and it listed Richard C. "Dick" Williams as the business manager of the *Oregana* yearbook.[9] The Educational Activities offices moved that year from an old "shack" near the original Journalism Building to offices in McArthur Court.[10]

The same Annual Report noted a "Real Estate Purchase: The Board acquired eight acres of land adjoining the Millrace and adjacent to other University property in that area. The Board purchased the land at a cost of $4,559.30, with an eye to future development for recreational purposes and also to forestall possible erection of unsightly and undesirable structures."[11] In other fiscal matters, the Board received $10,472 of the income from the sale of Student Body memberships, representing 40% of the total, with the Athletic Board receiving the remaining 60%. Membership fees were set at $7 for fall term, $5 for winter term, and $3 for spring term. Students who paid a lump-sum $15 received a $1 discount on the purchase of the *Oregana*.[12] It was also noted that this optional fee for the funding of student and educational activities placed the total burden for support on two-thirds of the student body.[13]

In May 1941, Dick Williams learned that George Root, the manager of Educational Activities, intended to resign. Williams, who would graduate from the University in June of 1941, applied for Root's position. Williams was hired by the Educational Activities Board and reported to Earl Pallette, the chairman of the Board.[14] His responsibilities included all extra curricular activities except athletics, and included the Marching Band, ASUO budget, and the Rally Squad.[15] Williams took leave from his position as manager of Educational Activities in July 1943 to join the armed services, returning to the position April 1, 1946. Horace Robinson, assistant professor of drama, was acting manager of Educational Activities in the absence of Williams.[16]

By 1944, the Educational Activities Board funded such activities as the *Oregon Daily Emerald*, *Oregana*, the *Student Directory*, Forensics, Student Administration, Homecoming, Checkroom, Rally Squad, All-Campus Sing, McArthur Court equipment purchases, Choral Union, and the Anchorage and Millrace Property. They also held cash in trust for other student organizations.[17]

Plans Materialize for a Student Union

The 1944 *Oregana* stated that for the first time in a decade interest was high for a student union building. Individuals petitioning to be on an all campus Student Union Committee gave evidence of the renewed interest and "determination that the University of Oregon would soon have a student owned, student-habitated and student-operated building."[18] A nine-person Student Union Committee was selected, to be chaired by junior, Gene Conklin, and the Committee opened an office in Johnson Hall. Other members of the Committee were Florence Hintzen, Martha Thorsland, Martha Beard, Mary McCandless, Gloria Cloud, Jack Cairns, and Bob Hall. During the spring term, committee members planned to hold symposiums on campus to determine just what facilities students wanted in the union building. Following these decisions, financial estimates and construction blueprints would be forthcoming. Additionally, three class committees were formed to handle union affairs in the junior, sophomore and freshmen classes, with members serving through their senior years to provide continuity from year to year.[19]

The *Oregana* went on to describe talk around the campus about the union: "Comfortable lounges, chrome fountains and luxurious ballrooms circulated throughout campus chatter during the year as hopes for immediate post-war construction of a Student Union building became brightened by a declaration from University officials that the Student Union was number one on the construction list."[20] During the school year, the cooperative store rentals were officially pledged to this project by the State Board of Higher Education for a total of $10,262 of accumulated rental income and $2,500 of yearly rental income going into the union fund. By the close of winter term, construction and furnishing funds totaled $68,174, including a major gift of $10,000 for a memorial room to be built in honor of Major Tom Taylor, an Oregon alum killed during World War II.[21]

The *Oregana* article ended by stating, "The future of the Student Union is brighter because for the first time since the class of '23 went all-out on pledge campaigns, students, faculty members, and administration officials realized that the building would be more than a 'convenience' during the post-war years to come—a Student Union building would

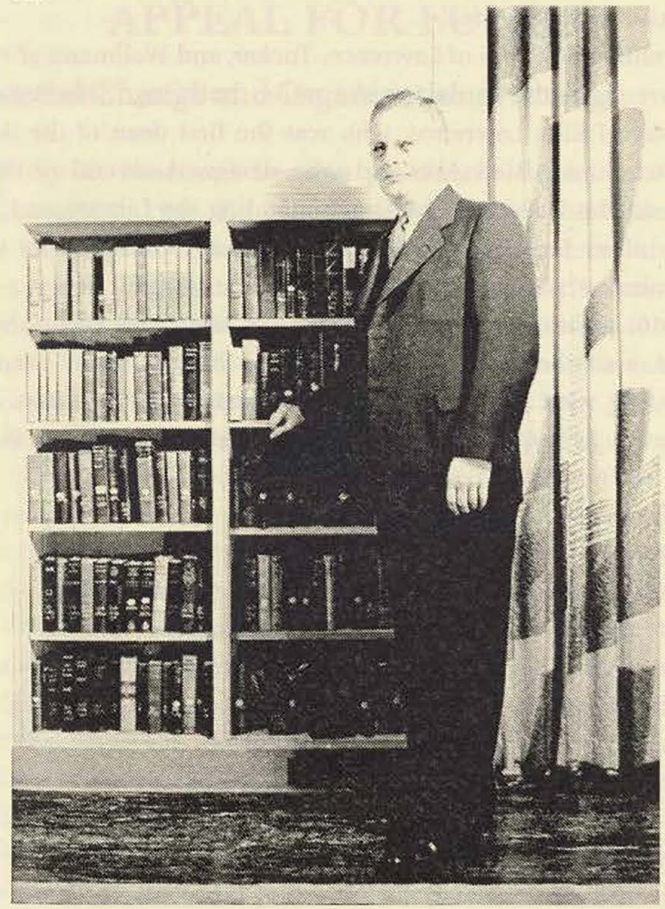
become a necessity when enrollment increased and student activities swung back to a peacetime pace."[22]

In 1944-45, the University began planning for the returning veterans from World War II by appropriating funds for new and improved classroom and laboratory facilities, and announcing that a union building and additions to the women's dormitories would be financed by student building fees, outside donations and gifts.[23] Putting plans into action was the job of the Student Union Committee during the 1944-45 school year. Will V. Norris, advisor to the Student Union Committee, toured union buildings at mid-western and eastern colleges and universities, and consulted with experts in the union field. Those findings, along with the results of a prior year's opinion poll, were given to the architects to begin plans for the building. The Student Union Committee was still chaired by Gene Conklin, and the year's members were Arliss Boone, Dorothy Rasmussen, Anita Fernandez, Florence Hintzen, Wallace Johnson and Carol Wicke. Members of the Student Union Committee, along with the student body presidents from all of the state system schools, appeared personally before the legislature to urge them to support increased appropriations for campus buildings.[24]

During the 1945-46 school year, the State Board of Higher Education approved the construction of the student union building as soon as the Union Gift Fund Campaign was successfully completed and building conditions were favorable. During that same year, the Educational Activities board donated $2,500 to the Student Union Committee for a drive to acquire funds for a memorial union.[25]

Naming the Union Building

The 1945 *Oregana* referred to the student union building as the Donald M. Erb Memorial Union Building. According to Dick Williams, Mrs. Beatrice Walton Sackett, vice president of the State Board of Higher Education, suggested that it would be appropriate to name the union building for President Donald M. Erb.[26] Mrs. Sackett made the suggestion at the memorial service for President Erb, following his death from pneumonia in 1943.[27] The 1944 *Oregana* had eulogized President Erb by stating that, "In the passing of our beloved president at Christmas time this year, the university, as well as the state and nation, suffered irreparable loss. His untimely death cut short a career of early achievement and high promise for the future. In his five years as the leading administrator at Oregon, he had won universal admiration and respect for this work in both educational and civic fields. His sincere interest and his confidence in student government will long be remembered. It is with deepest sorrow and respect that the *Oregana* pauses to pay its tribute to Dr. Donald M. Erb."[27]



3. University President Donald M. Erb, c. 1942.

Early Plans for the Union

Effective July 1, 1945, Acting President Orlando John Hollis appointed Will Norris as Supervising Engineer for the campus, and the 1945-46 budget listed him as Professor of Physics and Supervising Engineer. His major responsibilities included advising the Administration on all matters that pertained to major remodeling, new buildings and the selection of consulting architects or engineers when their services were necessary.[28] As supervising engineer, Norris continued to be the advisor to the Student Union Building Committee.

The architectural firm of Lawrence, Tucker, and Wallmann of Portland, Oregon, was selected to design the union building. Abbott Lawrence was the son of Ellis Lawrence, who was the first dean of the School of Architecture and Allied Arts and who designed several of the major buildings on the University campus, including the Library and Johnson Hall. The elder Lawrence had drawn a master plan for the campus. Included on that plan was a student union building.[29]

By 1946, preliminary plans for the Erb Memorial Union had been completed, a site had been paid for, and the Student Union fund totaled over $100,000, with $11,000 having been donated by the Alumni Holding Company, the Athletic Board, and the Educational Activities Board.[30]

CHAPTER III

ERB MEMORIAL UNION APPEAL FOR FUNDS

Presidential Change and Organizational Change

Harry K. Newburn became president of the University of Oregon in 1945. He immediately disbanded the Athletic Board and had both the athletic director and the manager of Educational Activities report directly to him, rather than to an independent board. The Educational Activities Board continued in existence, but without the power to hire its own manager. Newburn's philosophy was that since athletics was so highly visible and usually on the front page of every newspaper, he would be held responsible if anything went wrong.[1]

Dick Williams returned from active duty in 1946 and in February 1947 he resigned from the position of manager of Educational Activities. However, President Newburn would not accept his resignation, and instead asked Williams what he knew about the general idea of student unions. Williams responded he knew little.[2] In March 1947, the Educational Activities Board approved sending him to the Association of College Union conference, held that year at the University of Illinois. While in the Midwest, Williams also visited Indiana University, the University of Wisconsin and the University of Minnesota in order to obtain information about the functions and management of student unions.[3] Though his title did not change, it was apparent that Newburn decided Williams would be the point person in his plan for a student union. He knew that having a director who could coordinate the planning process and grow with the situation would be essential. The only remaining obstacle was the necessary funding for the building.[4]

Erb Memorial Union Appeal

In December 1945, President Newburn appointed George Hall, assistant dean of men, to chair the Planning Committee for the Student Union Drive. The other members of the committee were: Edward F. Bailey, alumni representative; Mrs. Howard J. Boyd, Oregon Mother's representative; Loy Rowling, First National Bank, Dad's representative; and Wallace Johnson, student representative. In January 1946, the Committee recommended that a prominent Oregon citizen be asked to chair the state wide campaign, without pay. This person would be primarily responsible for soliciting donations from individuals with substantial means, so they should be someone with influence. They also suggested that the University hire someone to be a second lieutenant to do most of the leg work for a state wide campaign. Additionally, they recommended that the proposed drive be for $300,000 and be conducted between April 1 and October 31, so as not to conflict with other fund raising efforts like the American Red Cross and the Community Chest. The Committee also recommended that previous pledges by alumni should not be pursued, but rather they should solicit donations from those donors by forgiving the payment of the old pledge.[5]

In 1946, the Educational Activities Board was informed by its chairman, Earl Pallett, that the University administration had approved a gift fund campaign to raise $300,000 for a student union building. He told the Board that the Alumni Holding Company had contributed $5,000 for campaign expenses and that an additional $5-7,000 was needed for campaign expenses. The Board approved a motion to allocate $2,500 of its funds toward this "worthy student program" to be given to the Alumni Holding Company for campaign expenses involved in soliciting gifts.[6] In May 1947, Pallett appointed various individuals to the Student Union Committee, which was chaired by Dr. Eldon E. Johnson, and charged them with preparing and carrying out a plan so that the faculty and staff "may be given the opportunity to participate financially in the Student Union Drive."[7]

Responding to the recommendation of the Planning Committee for the Student Union Drive, Ernest Haycox—renowned author, University of Oregon alum, and 1947 president of the Alumni Association—was

selected to be the national chairman of the Erb Memorial Union Appeal. An ambitious goal of $600,000 was set for this campaign, and Haycox developed a fund raising organization utilizing well-known alumni around the country to head up various divisions of the campaign. All alumni received a letter from Haycox and a brochure which described all aspects of the student union building as envisioned at that time by Will V. Norris and the architectural firm of Lawrence, Tucker and Wallmann.[8] A second brochure was developed specifically for the Erb Memorial Union Appeal that also included many architectural drawings and floor plans.[9] The following quote from President Newburn was on the cover of the Erb Memorial Union Appeal brochure:

> The Erb Memorial Union Building will be much more than a center of student activities. In a very real sense it will afford the setting for an informal program of experiences, rich and meaningful to the personal, social cultural development of the student. With such a center, the University will be in a position more clearly to realize its ideal of making our institution the finest possible living and learning environment for the intellectual, physical, social and spiritual development of American youth.[10]

The appeal brochure went on to describe how Oregon must build a student center. It emphasized that the University of Oregon carried a tremendous responsibility. With enrollment at its largest in history, classrooms were overflowing, and student's were seeking adequate facilities for extra-curricular activities to make their educational experience full and complete. It also stated that a great university was not measured by its classroom standards alone: "It accepts a definite responsibility for the all around development of its student body. Current conditions make it impossible for Oregon to give to its campus life an atmosphere in keeping with its traditional academic and cultural standards."[11]

In the brochure sent to all alumni, Haycox wrote:

> The people you see on the opposite page [referring to a photograph of students walking on a campus street] are walking across a

> campus that has no center, no common meeting place. The unpalatable truth is that a modern university without a student center is neither modern nor wholly a university since it cannot serve adequately its students during those vital make-or-break hours outside the classroom. Without such a core, a university becomes a group of small worlds flying apart. The great hunger of human beings is to belong to a common group, to feel a common purpose, to join a common enthusiasm and a common love . . . We do not live alone. If our lives are to be full and useful we need to learn the lesson of adjusting ourselves to those who walk with us through this world. That is the basic purpose of the student center, the lack of which today prevents our University of Oregon from giving its people the full measure of living and learning which they deserve.[12]

Will Norris wrote the following words describing what would be found in the new student center:

> The student center, when completed, will be one of the finest buildings of its kind in the United States. Over the years since the idea was first proposed we have made careful studies of all other unions in the country. Plans for Oregon's center incorporate the best features of each. In the center, Oregon students will have available all types of services now scattered in many places on the campus or not present at all. Visitors, faculty and alumni also will be able to use the facilities of the building. If a student needs a haircut, he can get one between classes in the center barber shop; if he wants to mail a letter home, he can do so on the way to class at a recognized substation operated by U.S. postal authorities; he also will be able to do his banking, buy his favorite magazine at a news stand, purchase a book at a branch of the co-op store, or use the leather lounges, elevators, an all-campus lost and found department, or an outdoor club. Plans also call for a soda bar, table games, a cafeteria, a bag lunch room, dining rooms, music listening rooms, a browsing library, coat-check rooms, administration offices, an art lounge, committee dining rooms, a large ballroom and lounge, and a café grill and roof garden on top of the center. The ballroom and adjacent areas will be able to accommodate at least 1000 couples. In the Erb Memorial Center will be housed the Alumni Association offices and those for Old Oregon magazine, the offices for student government; the offices for student publications. Plans call for an apartment and guest suite and 38 hotel rooms for campus visitors . . . Facilities will be available for a variety of recreational activities. In the center the student will find an activity to fill his leisure hour.[13]

The fund raising brochure stated that the student union would cost a minimum of $1,300,000, and that the State Board of Higher Education had provided the site for the building and authorized the sale of bonds up to $600,000 to be paid off through student building fees. It noted that $100,000 had already been collected from gifts made over the years by students and others, making $600,000 the goal of this appeal to alumni and friends.[14]

Haycox opened the Erb Memorial Union Appeal in Eugene on April 24, 1947. At a dinner held on that evening, Haycox told the audience, "It is your night—it is your party. But though it is your party you are at the same time—by means of radio transcription—sending your voices, your songs, your wishes abroad to the former students of this university. For, during May and June, our campaign will cover the state. It will, as well, reach out to other cities beyond our state, wherever alumni groups may be. In many another town university people will presently sit down to a Student Union dinner and will hear this night come over the air to them." He went on to tell the audience that he was speaking to all alumni, across the country and out in the mid-Pacific to remind them of the years they spent at the University and to call them back to help in this campaign.[15] Haycox went on to emphasize:

> Everyone connected with the University of Oregon during the last twenty-five years has ample knowledge of the Student Union. We have, all of us, at one time or another talked about it. Many have worked for it. We have had one former campaign—that campaign breaking the trail for this one. We have had our various fortunes

> and misfortunes. We have been interrupted by depression, by war, and by other tragic happenings. What I want to say to you now—with all the certainty and conviction I can command—it is that the venture we now begin will bring twenty-five years of planning to a happy conclusion . . . . We are going to raise the money and we are going to build the building . . . . [16]

Haycox emphasized that the University was no longer the small intimate place that former students would remember. It now had an enrollment of 5,000 students that, in a few years, would grow to 7-8,000. He also emphasized that Eugene was no longer a small town and that there was a great need for a common meeting ground—a single place that would serve as the hub of the campus and provide unity for the school.[17]

By early June, the campaign had some early results to report: $100,000 of the $200,000 goal in the Eugene area, chaired by Bill Russell; $20,000 already pledged in the Portland area campaign, with Harry Smith heading up Multnomah County, George Beggs heading up national firm gifts, Lamar Tooze responsible for advance gifts, and Gordon Wilson chairing the general campaign in the Portland area. The New York area campaign was chaired by Owen Callaway; San Francisco was the responsibility of Russell Gowans with a quota of $25,000; Douglas Farrell was off and running in the Los Angeles area with a quota of $15,000; and Marshall Hopkins was working on the campaign organization for Seattle. Elsewhere in Oregon, Jim McDonald was organizing in Baker County, George Stadelman in Wasco County, and George Luoma had been ready for six months to get the campaign under way in Josephine County. Even though it took longer than Haycox had expected to get the fund raising campaign organized, he was very optimistic that it would be accomplished in the next three months.[18]

Because of the involvement of the Class of 1923 in the original campaign to build a student union, Haycox asked John MacGregor, who had been student body president in 1923 and one of the prime movers in the prior campaign, to contact the members of the Class of 1923 to request their support of the new campaign. MacGregor was delighted to join the drive to build a long "cherished" student union building, and assured

the University that the Class of 1923 would help to finish the project. He suggested that "Count Me In" should be the motto of the drive.[19] MacGregor wrote to his classmates:

> Years ago, after many of us had paid all or a portion of our pledges toward the Student Union, it was discovered that the university authorities were lukewarm about such a building but enthusiastic about using our money for some object other than that for which we donated. It was then that I advised many of you to withhold making further installment payments until such time as we could be certain that a Student Union would be built and our money used for that purpose; but, in the alternative to donate direct to the project then being pushed by the administration. It is because of this situation, which many will recall, that I now address you. I am delighted to report now that every cent of our contributions has been held inviolate, has been earning income for the fund over all these years and is available immediately for building.[20]

Pledges to the campaign were allowed to be paid off over time and donors were given up to five years to pay off their pledge, no matter how small the amount.[21]

A campaign conducted by students in the Spring of 1947 resulted in a contribution of $4,638 for the student union building fund.[22] In May 1947, the Educational Activities Board approved a motion to donate the Anchorage, Chambers and Millrace property to the Erb Memorial Union Appeal under the following conditions: 1) donate to the University the property valued at $2,045 received through trades; and 2) to release to the University all claim for the property purchased for $19,720, with the understanding that the University would transfer $15,000 from the University building fund to the Student Union Building Fund.[23]

According to the 1947 *Oregana*, the Homecoming Dance was dedicated to raising funds for the Student Union Building Fund:

> Homecoming Weekend opened when thousands of alums poured into Eugene on Friday, October 18. The Student Union Committee was on the spot to show them why Oregon needs a "Home for

Homecoming"—the Student Union Building. Meanwhile celebrants struggled along without any official headquarters. Twelve hundred couples packed Mac Court at the Homecoming Dance to hear music of Jack Teagarden. Decorations for the dance pictured the long-dreamed-of Student Union Building. A total of $15,000 was added to the Building Fund, and the future "Home for Homecoming" became more than a dream.[24]

During Dad's Day 1947, the University of Oregon Dad's Club adopted a "program of helpfulness to the Student Union project," voting to give $500 per year to be used for publicity or any other use that the chairman of the Erb Memorial Union Appeal might desire.[25] An additional source of student contributions was the donation of their Co-op receipts; instead of collecting the refund themselves on their receipts, they deposited them in a box at the Co-op for the benefit of the Student Union Building Fund.[26] The Educational Activities Board also made a donation of $10,000 to provide furniture for the new student union,[27] specifically for furnishings for the ASUO spaces in the union building.[28]

Contributions from major business firms in Oregon came into the campaign, including a check for $15,000 from Meier and Frank Company, Inc. Additional businesses who gave substantial gifts included: Blitz-Weinhard Company of Portland ($1,000),[29] the Guard Publishing Company of Eugene ($5,000), the First National Bank of Eugene ($10,000), P. L. Jackson of *The Journal* of Portland ($5,000), Booth-Kelly Lumber Co. ($7,500), U. S. National Bank ($5,000), Associated Plywood Mills ($5,000), J. K. Gill Co. of Portland ($3,000), U. of O. Co-op Store ($5,000), and the Springfield Plywood Corporation ($2,500).[30]

By August 1947, it had become apparent that the Erb Memorial Union Appeal, with its goal of $600,000 was not moving along very quickly. President Newburn told Ernest Haycox that he was "somewhat disturbed about the campaign since at the present moment it seems to be bogging down so far as collections are concerned."[31] School would open in the fall with less than $150,000 in hand, making it difficult to know how to proceed with the plans for the building.[32] Haycox wrote a letter to the forty men who had agreed to solicit advance gifts for the Erb Memorial Union Appeal. He reminded them that, collectively, they had over two

hundred possible contributors to contact, which represented the potential for "quite a chunk of money for the student union." In his "private version of a pep talk," Haycox told this group, who he called the Oregon Associates,[33] that it was time for everyone to get out and make their contacts, hopefully by the end of the year. He went on to say that "[he had] a strong aversion to the hell-fire-and-brimstone type of sales talk," but he pointed out that, unless the Associates picked their lists up off of their desks and got out and started making calls, they were not going to have a successful campaign.[34] Haycox also wrote again to all Portland area Oregon alums, stating that it was his final letter to them regarding the campaign.[35]

Named Rooms as Memorials

It soon became evident that some individuals wanted to make a donation for a specific purpose or as a memorial to a person, and President Newburn felt that a Committee on Memorials should be established to approve such requests. He served as chairman of the committee and Ernest Haycox, R. C. Swank, Richard C. Williams and Will V. Norris were asked to serve as members of the committee.[36] During the course of the Erb Memorial Union Appeal, a number of such memorial gifts were accepted and the funds were used to furnish particular rooms in the student union with the rooms subsequently named for the individuals who where memorialized by the gifts.

An early memorial gift was made in memory of Tom H. Taylor by Mr. and Mrs. George Guistina. The $10,000 gift was used to furnish the main lounge on the first floor of the building. Originally referred to on the building plans as the Leather Lounge, the name was changed to the Taylor Lounge. Taylor was the son of Dr. and Mrs. Howard R. Taylor. He was a champion marksman in R.O.T.C. rifle competition and he completed the Civilian Pilot Training course with the first class at the University of Oregon. He enlisted in the Air Corps and eventually went to Brooks Field where he graduated from an advanced training course and was commissioned a Second Lieutenant in the Reserve Officers Flying Corp in February 1941. He married Alice Guistina in September 1941. He was a Squadron Commander attached to the 305th group under Colonel Curtis

Lemay, and was promoted to Major in November 1942. He was killed while flying a raid over Lille, France, piloting a Flying fortress, in January 1943.[37]

Gifts amounting to $4,000 from Edith Kerns Chambers, Mary Chambers Brockelbank and Leslie Brockelbank Gray were made in memory of Frank Leslie Chambers to furnish the Memorial Union Board Room, to be called the Chambers Memorial Union Board Room. Frank Chambers' family owned and operated Chambers Hardware store in Eugene for thirty-five years. Chambers was involved in numerous business enterprises in Eugene over the years and was very prominently identified with the development of the city, Lane County and the University of Oregon. Chambers had a special relationship with the University of Oregon as a liberal supporter of its endowments and enterprises, and served as president of the University Holding Company when eleven acres were added to the University where the Music Building was built. He helped raise funds to build the Art Museum, Gerlinger Hall, and the Browsing Room in the Library. His interest in a student union building for the campus was long standing, as he had served as a member of the Alumni Holding Company since it was organized in 1923.[38]

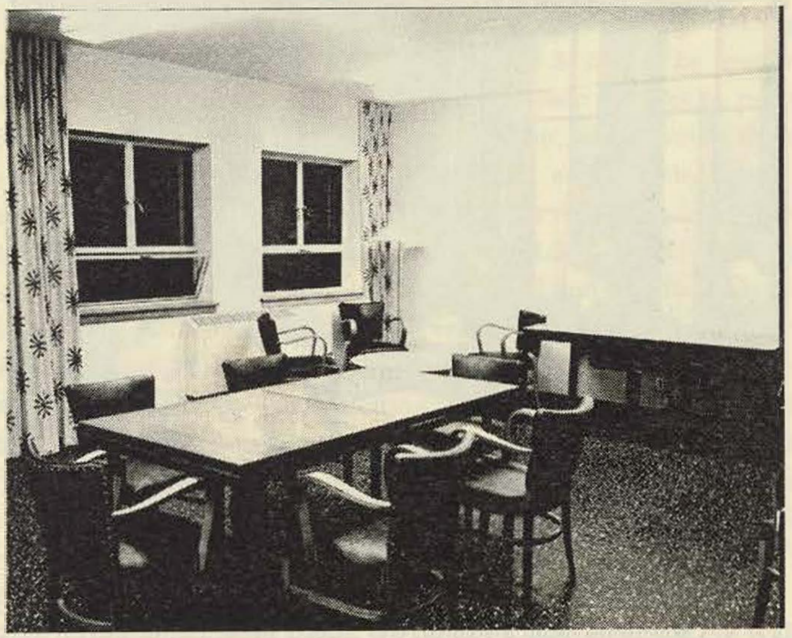
Professor and Mrs. Charles G. Howard, of the University of Oregon Law School, contributed a gift in the amount of $3,000 to be used as a memorial to their son, Peter Benson Howard. Their gift was to provide for furnishing a music listening room in the union, which would include a record player, carpets, drapes and hangings, and thereby create an atmosphere for the enjoyment of fine music. This room was to be known as the Peter Benson Howard Memorial Music Listening Room.[39] Peter Benson Howard showed an early aptitude and interest in music. He studied violin, piano and clarinet when very young, played in the Eugene Junior Symphony, and while in junior high school, joined the University of Oregon Symphony Orchestra. Benson transferred from Pomona College to the University of Oregon where he was active in the orchestra, band, the Y.M.C.A., Sigma Delta Pi, and the Eugene Gleemen. At the beginning of World War II, he enlisted in the Reserve Corp, and while participating in its Military Training Program, received the injury that resulted in his death.[40]

With a gift of $1,800, Dr. A. Orville Waller and Sara A. Waller

memorialized their son Colver Kemp Waller. Their funds were to be used to furnish a committee meeting room in the student union on the third floor of the building. This became the Colver Kemp Waller Memorial Committee Room.[41] Colver Waller was born in Eugene and completed one year at the University of Oregon, whereupon he was called to active duty with the Oregon National Guard in September of 1940. He transferred to the Army Air Corp from a medical detachment in the National Guard, and was commissioned as a Second Lieutenant with the wings of bombardier-navigator. Less than one month overseas, and on his fifth combat mission, he was killed in action near Anzio when his plane received a direct hit from enemy anti-aircraft fire. In their statement about the memorial room, Waller's parents said, "This room is a place where we hope other young people will gather, as he used to do with his friends, to discuss this wide beautiful world and the people in it—all the opportunities and responsibilities of democratic citizenship in a university and in the world at large."[42]

4. Chambers Board Room: SU Board Meeting, c. 1950.

5. Taylor Lounge and oil portrait of Tom Taylor, c. 1950.



6. Waller Room, c. 1950.

Oregon State System of Higher Education Chancellor and Mrs. Frederick M. Hunter pledged $1,000 to furnish the office of the president of the Associated Students of the University of Oregon in memory of their son Maurice Harold Hunter. The office was to be known as the Maurice Harold Hunter Memorial Room.[43] The army's bronze star was awarded to Captain Maurice H. Hunter, who was killed in action in January 1945, for his leadership of a dangerous expedition on the Burma road just a few days before his death. While a student at the University of Oregon, he was active in band, orchestra and student body affairs. A member of Beta Theta Pi fraternity, he was commander of the Honor Company of ROTC and received his commission upon graduation and went directly into army service from the University in 1941.[44]

A donation of $1,000 was contributed by the Oregon Beta Chapter of Sigma Phi Epsilon to be used to furnish the office of the chairman of the Student Union Board. That room was to be known as the Sigma Phi Epsilon Memorial Room,[45] honoring six members of the local chapter who were killed in action in World War II.[46]

Each of the memorial rooms in the union building were to be identified by a bronze wall plaque bearing the name of the room, accompanied by a small framed statement about the memorialized individual or organization.[46]

Increasing the Student Building Fee

By the fall of 1947, it was obvious that the Erb Memorial Union Appeal was going to fall far short of its $600,000 goal. It looked as if the appeal would raise about $200,000, or 33% of the goal by the end of Fall Term.[47] Williams was commissioned by the University president to work directly with student leaders to determine if students really wished to have a student union, and if so, would they be willing to assess themselves an additional $15 per year to accomplish that project. Williams told the students "If you really want a student union, it will be necessary for you, the students, to pay most of the freight."[48] By a vote taken in all residence

halls and Greek houses on campus, the students indicated their approval of the $15 increase. The University recommended the increase to the State Board of Higher Education. Upon their approval, $24 of the $30.00 per year available was to be used to retire the bonds on the building with remaining $6 set aside for operation of the building.[49]

With funding finally assured for the construction, the final stages of planning for the student union could now progress toward completion and actual ground breaking.

CHAPTER IV

FINAL PLANNING AND CONSTRUCTION

Major Changes to Building Plans

On September 1, 1947, Will V. Norris turned over the responsibility for correlating his and the architects plans for the student union building to Richard C. Williams, manager of Educational Activities. It was Williams' responsibility to take these early drawings and plans and contrast them with the money available for the project and to make judgments about what the University could realistically afford. It became evident to Williams that significant changes to the original plans would be necessary because what was on the architects' drawing board was just too much building for the amount of money available.[1]

Operating under the fundamental premise that the commercial aspects of the union were secondary in nature, Williams very quickly determined that the hotel stack of 38 rooms, a guest suite and the manager's living quarters would be deleted. Later it was determined that the large cafeteria on the main floor would be deleted, and substituted with a cafeteria service line that would empty into a soda bar area. Williams felt, and President Newburn agreed, that they should try to protect program and activity areas at the expense of more commercial areas in the original Norris planning for the union. Williams said, "There is nothing which can kill the effectiveness of a union more quickly than to allow the commercial aspects of the student union to dominate the thinking of the college administration."[2] By this time there was no longer a committee of students and faculty involved in the final plans for the union building. The responsibility went directly from the University president to Williams

to the architectural firm of Lawrence, Tucker and Wallmann.[3] Other areas in the original plans for the building that were deleted were the space for a bank, an area for an Outing Club, an arts and crafts area, and a roof-top garden and café-grille restaurant. By the Spring of 1948, the architects were preparing working drawings in preparation of construction documents for the purpose of bidding out the project.[4]

Special Consultants for the Planning Effort

The Association of College Unions had a list of consultants that were available to assist institutions in their planning efforts for a union building. Among those listed was Porter Butts, the director of the Wisconsin Union at the University of Wisconsin.[5] Both Norris and Williams had spent considerable time on the Wisconsin campus and consulted informally with Butts. That relationship was formalized into a consulting agreement in which Butts agreed to review the architect's plans in order to make suggestions about the planning effort. Williams instructed George Wallmann, one the architects for the project, to send the January 1948 scheme for the Erb Memorial Union building to Butts, and asked Butts to check over the scheme and give his frank reaction to it. He informed Butts that this building scheme was substantially different from earlier drawings he might have seen, noting that it would be a building of approximately 100,000 square feet and that there might not be enough money to finish the whole building at once.[6]

Butts agreed to review the new scheme for the union, but informed Williams that the Association of College Unions had recently instituted a fee schedule for consultants calling for a fee of $10 per hour for plan review and reports.[7] Williams approved the $10 per hour consulting fee for Butts, and told Butts that his general comments would be useful by the end of February, when the architects would begin working drawings in order to go to bid in June or July.[8] When H. Abbott Lawrence sent the plan to Butts for review he indicated that the architects were especially "interested in [his] conclusions as to its effectiveness from the standpoint of the activities program, and in [his] reaction to its ability to meet administrative and managerial questioning. In fact, [their] interest in [those] aspects [was] much greater than [their] interest in the purely architectural criticism."[9]

Butts reviewed the preliminary plans for the union building and wrote an extensive report which he forwarded to both Lawrence and Williams in early February 1948. His cover letter indicated that he felt that they had come up with a fine basic program for the union that appeared to fit the special needs and circumstances of the University of Oregon. He noted that he had always questioned the advisability of a large hotel unit, a store, and a few of the other deleted items. Although he still leaned towards the inclusion of a crafts workshop, Camera Club and an outing headquarters, he felt these were not essentials and could be added at a later time. The remainder of his report dealt mostly with suggestions regarding how the spaces would work from an operational point of view.[10]

The final consultant brought into the process was interior designer Dan Cooper of Dan Cooper Interiors, Textiles and Furniture of New York City. Tucker and Williams visited with Cooper in New York City in February of 1949 to discuss the atmosphere they desired to create in the union building. They spoke in particular about the quality and utility of the furnishings. They believed that students would respect and care for their building and its furnishings and would take considerable pride in their surroundings if these attributes were of prime importance.[11] Williams felt very strongly about the importance of having professional assistance in making decisions about the furnishings for the more important places in the union building. He stated, "It is all good and well to build a beautiful building, but it is also equally important to have the interior beautiful and to know that the furnishings are types and makes that will give you a low maintenance."[12] Williams was particularly interested in having professional help with areas such as the main lounge, the art gallery, the music rooms, the board room and the salon, which later became known as the "Dad's Room."[13] Cooper's expertise and many of his fabric designs were used in all of these special areas of the building. Some furniture was also purchased from Cooper's firm, as were most of the draperies in the building, which were original Dan Cooper designs.

In the Fall 1948 Williams, accompanied by Wallmann, again made a tour of unions in the Mid-West and East. The Educational Activities Board approved an allocation of $600[14] towards Williams trip to consult with union directors and other staff members at Wisconsin, Minnesota, Illinois, Purdue, Ohio State, Iowa, Nebraska and Cornell.[15] The purpose of this trip was to study internal organizations, to learn about excellent program

organizations, and to check out accounting procedures and systems. Additionally, they hoped to gather information about equipment and possible equipment vendors.[16]

Also in the Fall of 1948, Williams was finally appointed to be the director of the Student Union. At its meeting of October 26, 1948, the State Board of Higher Education approved a change in title for Williams, from manager, Educational Activities to manager, Educational Activities and director, Student Union. The appointment became effective November 1, 1948.[17]

A Site for the Building

Though the original site for a student union in the 1920s was on the west side of the campus, by the 1940s a site at the southeast corner of 13th and University Street had been selected. It is of historical interest to note that this site was originally part of a 640 acre donation land claim, staked out by pioneers Fielding McMurry and his wife, who came to Oregon from Kentucky in 1851. They built a two-story white frame farmhouse on the spot where the Erb Memorial Union would be built. McMurry operated a brick making business, the source of the bricks for the University of Oregon's earliest buildings, Villard Hall and Deady Hall.[18]

Several houses were located on this block. Some were moved and others torn down, as were those located further east on 13th Street where a new dormitory was to be built. This site was financed by the State Board of Higher Education, and this purchase was the only use of State tax dollars in the construction of the union.[19]

Actual ground breaking on the site took place during the Class of 1923 reunion in June of 1948.[20] A sign was erected on the corner of 13th & University with the slogan "This is the site of the Erb Memorial building."[21]

The Final Building Program

The final plan showed the student union building occupying approximately one and one third city blocks located in the heart of the University of Oregon campus. The building would be three stories high,

be constructed of reinforced concrete with brick veneer, and would cover over a hundred and five thousand square feet. The facility was to contain bowling alleys, a large ballroom, billiard tables, a snack bar and soda fountain, a cafeteria line, meeting and committee rooms, social rooms, lounge and reading rooms, space for art exhibits, student body offices, and provision for serving luncheons for major campus events such as Homecoming, Commencement and Dad's Day. The building was designed as a student center, built primarily for the recreational and social use of students. It was to house all student activities, with the exception of athletics, and it was to be the center for all extra curricular student activities.[22]

The building was designed in the Modern style of architecture with carefully composed blocks and windows in the Modern Movement tradition by Lawrence, Tucker and Wallmann, architects. According to *College Unions Seventy-five Years*, "Modernism is characterized by horizontal bands of large windows, asymmetrical arrangement, cubic forms, and the absence of moldings."[23] The Erb Memorial Student Union was perhaps the earliest example of the Modern Movement in the design of college union buildings, and was considered one of the first really modern or contemporary unions, if not the first, in the country. Prior to that time, college union buildings were designed in the Collegiate Gothic, Gothic and Gothic Revival, Beaux Arts, Georgian or Collegiate Georgian styles, to name the most prominent styles of the late 19th and early to mid 20th centuries.[24]

Three somewhat unusual decisions were made in the final planning stage regarding specifically designated spaces that would be moved from elsewhere on the campus. The first was President Harry K. Newburn's decision to move the Browsing Room from the Library to the student union, recreating it in its exact form and furnishings. He wanted to create more space in the Library for the checking out and returning of books and other library uses.[25] As a result, the architects wrote specifications that would create a space on the 2nd floor of the north wing of the union, duplicating exactly the wall paneling, lighting, ceiling height, marble fire places and flooring of the original Library Browsing Room. When completed, the Library would move all of the original furnishings, draperies, and rugs to the new Browsing Room in the union.[26] Four

collections of books housed in the Library Browsing Room were moved to the new room in the student union: the Ethel R. Sawyer Collection, the Pauline Potter Homer Collection of Beautiful Books, the House Collection started by the Inter-fraternity Council in 1934, and the ACMR Collection of Miscellaneous Gifts.[27]

The second decision was to create office space for the campus YMCA. The campus chapters of both the YMCA and the YWCA were located in a small building on Kincaid Street and President Newburn wanted to remove that building to make room for other campus buildings. Newburn "twisted" Williams' arm to get him to agree to house the YMCA in the Union in return for moving out of their small quarters. He also agreed to house the YWCA in Gerlinger Hall.[28] The YMCA had been located in campus facilities since 1887, initially in Deady Hall, then in 1913 on the first floor of Friendly Hall, and finally, during the first world war in the YMCA hut that was located on the University side of Kincaid Street, between 12th and 13th Streets, East. During the planning of the addition to Gilbert Hall and the Student Union, President Newburn "agreed to provide the YMCA space in the Erb Memorial Union when the 'hut' was razed (as consideration.) The understanding was that the space used by the YMCA was to be regarded as enabling them to provide service to all students and not solely those professing the Christian faith."[29]

The third decision involved moving the Alumni Offices into office space on the mezzanine level of the student union, in the corridor behind the offices for the union administration. The space occupied by the Alumni Offices at that time was needed for two staff offices and a classroom for academic purposes.[30]

Before final working drawings were completed, negotiations with the U. S. Postal Service were undertaken by H. A. Bork, the comptroller of the State System of Higher Education, to lease space in the Erb Memorial Union for a postal sub-station. Those negotiations were satisfactorily completed and half of the space on the 1st floor of the north wing was devoted to the U. S. Post Office sub-station. Williams and others felt that having a post office in the union would be of great service to the student body and to the University family as a whole. Additionally, the lease would provide a small source of income for the union.[31]

The western half of this first floor area below the Browsing Room in the north wing was ultimately left unfinished until the late 50s.

Specifications and Bidding

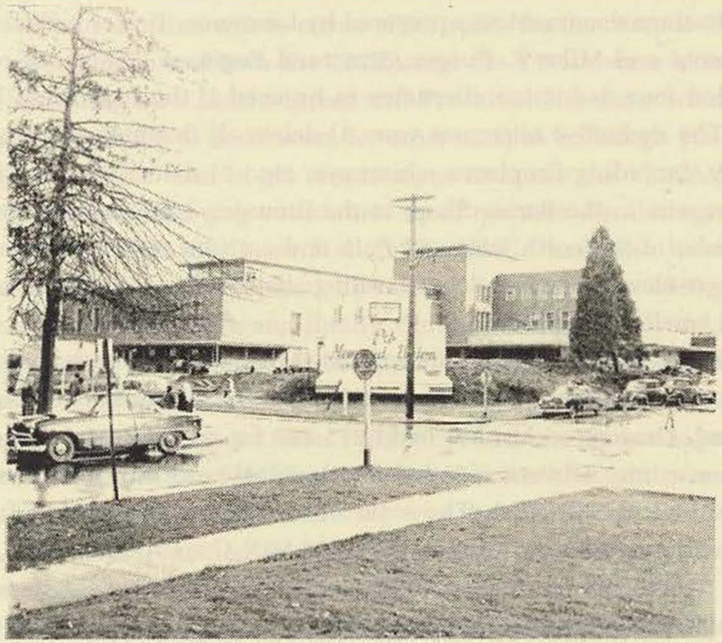
Specifications for the General Contract for the Erb Memorial Union Building were issued on August 16, 1948 with sealed bids to be opened on September 14, 1948 at the Benson Hotel in Portland, Oregon. The specifications document was prepared by Lawrence, Tucker & Wallmann, Architects, and Miles K. Cooper, Structural Engineer. The specifications included four deductive alternates to be used if the bids came in too high. The deductive alternates were 1) delete all finish in the Browsing Library, including fireplaces, chimneys, etc.; 2) delete all furnishings, finishes, etc. in the Barber Shop, in the Browsing Library lobby, and the remainder of the north wing, 2nd floor and corridor 300 B; 3) delete the passenger elevator; and 4) delete bowling alley equipment and all finishes for the bowling alley room.[32]

The bids were opened on the appointed date and the successful bidder for the construction contract was the Ross B. Hammond Company of Portland, Oregon, with a bid of $1,371,793 for general construction. In addition, contracts were awarded for electrical work at $79,850 and for mechanical at $271,860. The total of all contracts awarded for the construction of the building was $1,723,503. Construction costs came out at $16.40 per sq. ft. and $1.20 per cu. ft.[33] None of the deductive alternates were exercised. Cooper and Rose were the structural engineers, Don Kroeker and Associates were the mechanical engineers, and Ray W. Preston was the electrical engineer. The electrical contractor was Morgan Electric Company of Seattle, Washington and the mechanical contractor was A. G. Rushlight & Company. All of the firms were located in Portland, Oregon, except for the one Seattle firm.[34] Contracts for the building were signed on October 7, 1948.[35]

Beginning Construction of the Building

The sign at the corner of 13th & University was changed from "This is the site of the Erb Memorial building," to "Erb Memorial Union—Under Construction," a symbol that a 25-year dream was approaching reality.[36] Construction began on the union building during a time of numerous other construction projects on the campus. A 333-unit women's dormitory was about to begin construction, an addition to the School of Music was

completed as was a remodel and the theatre addition to Villard Hall, and plans were under way for a large addition to the Library, scheduled to start in early spring of 1949. [37] The Erb Memorial Union building project was scheduled for completion winter term of 1950.[38]



7. "Erb Memorial Union—Under Construction," sign at corner of 13th & University, c. 1949.

One of the first construction issues faced very early in the project was a problem with bedrock, which required significant changes to the original plan for the building and the site plan for the building. In the original plan the building would have been accessed at ground level at the main west entrance of the building, with the soda bar area fronting on a front courtyard. As Williams wrote to Butts:

> We ran into nice, solid, blue rock about three feet higher than we expected and, as a result, it will be necessary to raise the building eighteen inches. We sunk five test holes and none of them showed

> rock, however, I should mention that all the test holes just rimmed the rock. I suppose it was just one of those unfortunate things. In raising the building eighteen inches we have had to change the treatment of our main court and I honestly think the changing will add materially to the appearance of the building.[39]

The changes resulted in construction of the front terrace, changes in the layout of the front walk and approaches to the main entrance of the building in addition to raising the building by one foot and six inches, and changes to the front landscape plan.[40]

8. Building under construction as viewed from the corner of 13th & University, c. 1949.

The specifications for the union called for extensive use of marble throughout the building. Polished Bois Jourdain marble was specified for the exterior and interior surfaces adjacent to the West entrance and for the Central Core of the main stair [Memorial Stair] from the first floor up. Honed Roman Travertine was specified for all other marble surfaces,

including the Browsing Library fireplace hearth. Honed and carved Roman Travertine was specified for the Taylor Lounge, and polished (Vermont) Verde Antique marble for the Browsing Library fireplace border. Polished Pink Kasota marble was specified for the Browsing Library fireplace wall.[41]

In keeping with the transfer of the Browsing Room in the Library to the union building, the specifications called for reproduction of the paneling, book cases and other fixtures, including the painting of the wood paneling "bleached, stained, varnished to match Browsing Room in Main Library; walls and ceilings to match existing work."[42]

The exterior of the building was brick veneer with Indiana limestone trim, with a few items in concrete. The sheet metal flashings, leaders, canopy roofs and gutters were made of copper. Interior walls and partitions were constructed primarily of concrete block or brick, and in a few cases, metal lath and plaster. Most of the concrete masonry wall work was plastered and finishes were generally painted, with glass used in the food serving areas, tile in the kitchen and toilet areas, fabric in the Ballroom and art gallery, wood in a few of the special rooms and brick in its natural finish in a number of public spaces.[43] Burlap was used on the Ballroom walls so that students could have full freedom in decorating for dances and other events.[44]

Terrazzo floors were used for the lobbies and large public rooms, quarry tile was used in the food preparation spaces and in the soda bar, rubber tile was used in the gallery, table tennis and a few other spaces, asphalt tile was used in the more general spaces and carpet was used in the Board Room, Library and a few other special areas. Windows in the soda bar were aluminum, the window on the Memorial Stair was bronze, and the windows in the finished spaces were hardwood. All other windows were steel. Ceilings were suspended metal lath with plaster in finished rooms and plaster with acoustical tile in most of the public spaces.[45]

Most of the named rooms in the union building had been decided during the Erb Memorial Union Appeal fund raising drive. However, during the construction period one additional named room was decided. The University of Oregon Dad's Club decided to contribute $4,500 for the furnishings of the "so called Dads' Room in the Student Union Building."[46] The room so named was the area adjacent to the second floor Ballroom and known originally as the salon. The room was paneled in gumwood, as

was some of the area in the second floor lobby outside the Ballroom. The Ballroom could be enlarged by opening the automatic folding partitions that opened into the adjoining space [The Dad's Room] which could be used as another meeting room or a reception room for events taking place in the Ballroom.[47]

Architecturally, perhaps one of the more significant features of the union building was the curved window and brick wall in the soda bar area, located under the 2nd floor terrace, giving the appearance of a bowl from the exterior of the building. According to Williams, this feature was designed by the architects following a comment by Tucker, who said "well, why don't we start here and build over that way," drawing a half circle.[48]

Art Works and Memorials

Art played an important part in the construction of the student union building. The Guistina and Taylor families commissioned a portrait of Tom Taylor, and requested that it be hung in the Taylor Lounge.[49] There was some controversy as to whether any portraits would be hung in the union. President Newburn met with Mrs. George Giustina and they agreed to continue to study the issue of the portrait and whether it would be hung in the union or somewhere else on the campus. Newburn explained that the University would only commit itself to a small bronze plaque, as was being done in other named rooms.[50] Viewing the finished portrait by the artist Leonabel Jacobs, Williams, Mrs. Giustina, her daughter Dorothea, and Mrs. H. R. Taylor, felt that the artist had done a commendable job, considering that she had done the portrait from a photograph. The portrait was stored, temporarily, in room 325 of the University Library.[51] The decision was finally made to hang the portrait in the lounge, prior to the opening of the union.

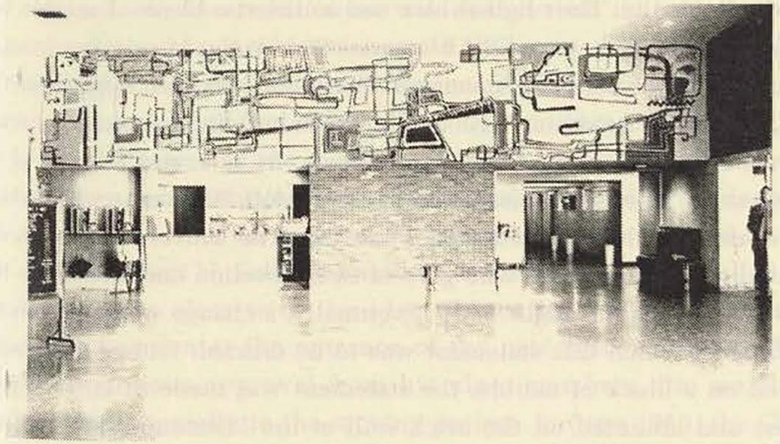
Frederic Littman, renowned Pacific Northwest sculptor, was commissioned to sculpt a piece of Indiana limestone to be placed over the east entrance of the union building, working from an approved architect's conception. Littman was contracted for $1,500 for the sculpture to be delivered by February 1, 1950.[52] The relief carving was completed in August of 1950 and delivered to the union to be installed over the 1st floor east exterior door, under the supervision of the artist.[53]

Several wall murals were planned throughout the union building and the School of Architecture and Allied Arts provided student artists to do the work.[54] Of particular note was a mural painted in the upper wall over the Main Desk in the union Main Lobby. The mural was painted by Master of Fine Arts candidate, Don Stevenson, as his master's thesis project.[55] The subject matter for the mural was titled "Spirit of the Region" and had a Northwest Coast Indian motif. The region was represented as a panorama of mountains, trees, valleys, and the ocean. Primary colors of red, yellow, blues and combinations of these colors were used to give a rich feeling to the largeness of the main lobby. Flat wall washable oil paint was used to keep the wall easily cleaned.[56] Commenting on the mural, Stevenson said, "by means of this mural [I] attempted to motivate a broader public interest in contemporary art, in the belief that, as they [grew] better acquainted with it, observers of modern art [might] find themselves moved to increase their knowledge of and appreciation for the artistic activity taking place in [their] time."[57] The cost of the materials for the project amounted to $156.08.[58]

A large free standing sculpture was commissioned to be installed on the marble pedestal on the Mezzanine landing of the Memorial Stair. Mark Sponenburgh, professor of art, School of Architecture and Allied Art at the University, received this commission. The sculpture was originally to have been done in redwood with the material for the sculpture to be donated by Mr. and Mrs. Bob Mathews of Eureka, California.[59] Due to unknown circumstances, the piece was never done in redwood, and the plaster of Paris model was painted with silver paint, and installed on the pedestal, where it stood for many years.

Other than the portrait of Tom Taylor the only other portrait that was hung in the Erb Memorial Union was that of President Donald M. Erb, painted by Sidney Bell, a famous portrait painter of the time. That portrait was hung at the top of the Memorial Stair, between the Art Gallery and the 2nd floor Ballroom Lobby. A bronze plaque was mounted under the portrait with a quote from Erb: "Do not be tolerant of misrepresentation, of superficiality, of parading of false issues as though they were real issues. Tolerance does not extend to intellectual dishonesty or ineptitude."[60]

9. World War II Memorial Plaque, c. 1950.



10. Stevenson Mural, 1st floor lobby and Main Desk, c. 1952.

Two other key decisions about dedicatory plaques and statements were made in the final design stage. Professor Jerry Moll of the Department of English was assigned the task of making suggestions about these issues. On the plaque to be hung in the main lobby to commemorate those students who had served in the armed services and those who were killed in World War II, Professor Moll suggested two statements: 1) "This building is dedicated to all students of the University who at any time served in the armed forces of their country;" and 2) a quote from Milton. "Brave men and worthy patriots, dear to God and famous to all ages." Moll pointed out that the Milton quote would be all-inclusive, covering those students who came back from the war and those who did not.[61] The names of the students who had been killed in World War II would be listed on the plaque. The bronze plaque carried the names of 297 men and women alumni who gave their lives in the service of the country in that war.[62] This plaque was donated by Scabbard and Blade, the senior class and Inter-fraternity Council of 1943.[63] A second plaque was located next to the 1st floor east entrance in memory of those 49 who gave their lives in World War I, and a third plaque was located on the stairs to the basement as a memorial to Arthur L. Gilleland, a student who was killed during the Spanish-American War.[64]

The second recommendation from Professor Moll concerned how the University would thank all those who had donated to making the building a reality. The original idea was to insert a block of marble into the brick wall at the top of the Memorial Stair at the Mezzanine level on which would be carved a statement. President Newburn suggested that this be a simple statement, indicating that the building was made possible in part by contributions from many donors, friends, and alumni of the University.[65] After much discussion between Moll, Williams and Newburn it was decided that the statement would be "The University here makes grateful recognition of all who gave of their devotion and substance that this Student Union might be."[66] Eventually, a change was made in the medium in which this statement was to be created. Rather than being carved on a block of marble, the statement was made of large copper letters and mounted on the brick wall at the Mezzanine level of the

Memorial Stair, clearly visible as one entered the building from the main west entrance into the 1st floor lobby.

Upon the recommendation of the architects, it was also agreed by Williams and Newburn that the cornerstone for the building would be placed at the Onyx Street (east) entrance of the building, just to the right as one would enter the building.[67]

Moving the University of Oregon Seal

In June 1912, the University of Oregon Class of 1912 gathered on the walk north of Villard Hall and dedicated their class gift to the University: a brass reproduction of the University of Oregon seal, which was placed on that walkway.[68] The words of that dedication were:

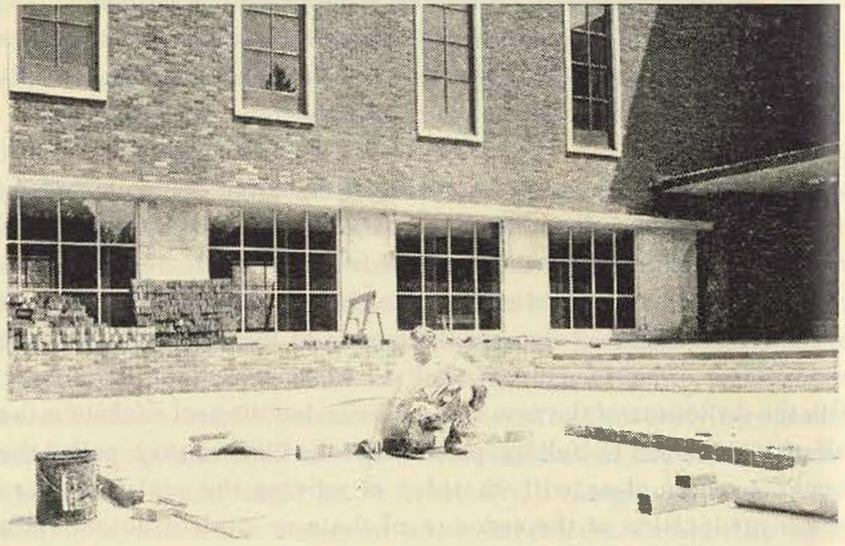
> Seriously mindful of the unlimited obligation which we owe to our Alma Mater, and thankful for the many privileges and blessings that it has conferred upon us, we, the members of the 1912 graduating class at the University of Oregon, present and dedicate this pattern of our University Seal as a humble sign and token of our lasting appreciation of what the University of Oregon has done for us.[69]

That spot was located in what was at that time the center of the campus and it became an important part of University traditions. Students were forbidden to walk on the seal, and twice each year freshman were assigned the task of preserving its glitter by "scrubbing the seal." Over the years, the center of the campus moved to the south and the seal became a somewhat forgotten symbol at a remote corner of the campus. With the dedication of the new student union building scheduled for the Fall of 1950, Robert N. Kellogg, president of the Class of 1912, polled the members of his class with the idea of moving the seal to a more prominent location at the entrance of the new student union. With almost unanimous approval from his class members, the members contributed financially to the moving project. In June 1950, the Class

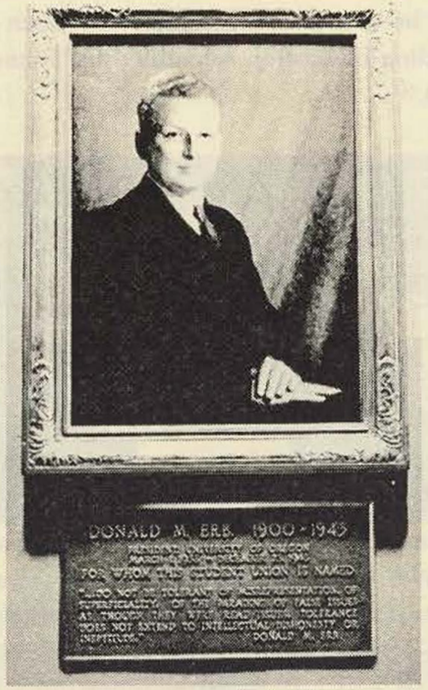
of 1912 held an informal reunion on the steps of the new union to see its class gift placed in the walkway, leading to the main entrance of the union, where they held a rededication ceremony. The hope was that no longer would their seal be seen only by a few strollers-by, but by thousands who would pass through the union's doors.[70] In the words of the rededication:

> We [the Class of 1912] ask that University authorities preserve this memento with a due measure of reverence and respect in keeping with the wishes and spirit of the gift.[71]

A copper box was placed under the seal in the walkway as a time capsule. It held such items as the post card responses from members of the Class of 1912 giving permission to move the seal, and other items indicative of the 1950s.



11. Setting the U of O Seal in the Hello Walk, c. 1950.



12. Donald M. Erb oil portrait and plaque, c. 1951.

Furnishings

Approximately $130,000 was spent on furnishings for the union building, not including $65,000 that was included in the general construction budget for purchase of heavy kitchen equipment, e.g. ovens, ranges, etc. Williams had begun purchasing equipment and furnishings in October 1949 and by May 1950, 90% of the equipment had been delivered. Over 95% of the needed equipment came from the East coast. Williams was able to furnish the union for less money than originally budgeted, and was particularly indebted to Dan Cooper who had been "amazingly reasonable. His fee was reasonable, his service was good, and his products were excellent."[72]

Construction of the Erb Memorial Union was to have been completed by May 1950.[73] However, due to the usual construction delays, the union

was scheduled to be about 98% complete and open on September 17, 1950, with a building dedication scheduled for Homecoming weekend, November 3, 1950.[74]

13. Laying the cornerstone for the Erb Memorial Union, c. 1949.

CHAPTER V

OPENING THE UNION AND DEDICATION

Staffing the Union

In his role as director of the Student Union, Richard C. Williams began very early in the project to hire key staff for union operations and the union program. During his second visit to Mid-Western and Eastern unions, Williams studied the organizational structures of several unions and made decisions about how he would structure his.[1] As early as December of 1949, Williams requested permission from President Harry K. Newburn to hire Miss Ruth Coffey as the food service supervisor for the union, beginning January 1, 1950.[2] At first Newburn questioned hiring someone so early, before the building was scheduled for completion.[3] However, Williams convinced him that appointing Coffey made it possible for her to be involved in the ordering and installation of equipment and supplies, employing and training staff for the opening, developing forms and systems for student payroll, and ordering food stuffs and inventory controls.[4] Coffey was a graduate of the College of St. Teresa, Winona, Minnesota, had a dietetic certificate from St. Mary's Hospital, Rochester, Minnesota and had most recently been the manager of the Dormitory Cafeteria at Oregon State College.[5] With Newburn's approval, Coffey was appointed food service supervisor at the rank of instructor at an annual salary of $3,800, the first four months of which was to be paid from the construction budget for the union.[6]

Other staff hired were: Louis Bellisimo, former bowling lane manager and nationally rated bowler, as manager of the Games Area in the union;[7] Olga Yevtich, a recent University graduate, as an assistant to the director

of the union,[8] a title that changed to program director in 1950-51;[9] Larry Davidson, as a second assistant to the director,[10] a title that changed to night manager in 1950-51;[11] Emma Jean Bailey, Williams' former secretary, as secretary, bookkeeper and reservations secretary;[12] and James Dugan, as custodial supervisor.[13]

In terms of reporting lines, Williams reported directly to the president of the University, except in fiscal matters, and in that area he reported to J. O. Lindstrom, business manager of the University.[14] In addition, H. P. Barnhart, director of dormitories, was paid a stipend of $1,300 to act as a consultant for the foods area.[15]

This was the staff that readied the building for opening in September of 1950, during Registration Week.

Student Union Board and Program Committee Structure

As the student union building was nearing completion, the organization of student activities at the University was changed. The old Educational Activities board was reorganized into two bodies, the Student Publications Board and the Student Union Board. The Student Publications Board took over the responsibility for the *Oregon Daily Emerald*, the *Oregana* and the *Pigger's Guide* (student directory).[16] They would act as trustees for the expenditure of student monies in connection with these student publications, operating within a budget approved by the president of the University.[17] The Student Union Board would be the student voice in the administration of the Erb Memorial Student Union and its programs.[18] How the Student Union Board should be organized was yet to be determined.

During his travels to the Mid-West and East, Williams had been particularly interested in how union programs were organized and advised, and how union board's of directors were established.[19] After consulting with several unions, Williams determined that the best structure for the University of Oregon was to establish a union board whose primary responsibility would be the union program. He and President Newburn felt very strongly that the administration and operation of the union was the responsibility of the union director with all of the department heads reporting to him. They also felt strongly that the union

program should be the responsibility of students, with the program director there for advice and counsel. Williams also felt that it was tremendously important to keep student politics out of the union board structure, and that the membership of the board should be predominately students.[20] In speaking about the union board, Williams said,"The basic consideration [was] that the students built the building and through their use, [kept] it going. This [was] their opportunity for experience and education of the art of living and the dignity of the individual."[21]

During the year prior to opening the building, Williams consulted with student leaders, in particular Art Johnson, student body president in 1949-50, about the method by the which the Student Union Board would be established and perpetuated. Meeting throughout the year, they developed what came to be known as the Perpetuation Plan. By the fall of 1950, when the building was opened, the first Student Union Board had been appointed and was ready for business. The first Perpetuation Plan called for its student members to be selected by petition from the various schools and colleges on campus, with the recommendation of the deans of the respective schools. The students were then interviewed by a joint Student Union Board-ASUO committee with final appointment by the President of the University of Oregon. There were two members representing the College of Liberal Arts, and one each from the Schools of Business Administration, Health and Physical Education, Journalism, Music, Law, Education and Architecture and Allied Arts, each serving a two year term. One member was selected from the Graduate School for a one year term. Additionally, the president and the vice-president of the ASUO served as ex-officio voting members of the Board. In addition to the student members, there were two faculty voting members of the Board, appointed by the President of the University. The dean of students and the director of the union served as ex-officio non-voting members of the Board and there was an alumni non-voting member of the Board.[22] In a report on the first year's activities of the Board, Olga Yevtich noted:

> The Erb Memorial Student Union Board [was] a policy-forming body which [was] responsible for the development, organization, and scheduling of the program in the Erb Memorial Student Union Building and for the development of certain areas of the building.

> Its main objective [was] to offer a full program of cultural and recreational activities for the benefit and enjoyment of the students at the University of Oregon.[23]

The Board elected its officers from among its membership, which included a chairman, assistant chairman, secretary and treasurer. The officers composed the Executive Committee of the Board and served in an advisory capacity to the Board chairman.

The first Student Union Board members, selected in 1949-50, were: Ed Anderson, School of Business Administration; Patricia Boyle, College of Liberal Arts; Lester Jones, School of Health and Physical Education; Elizabeth Kratt, College of Liberal Arts; Antoinette Kuzmanich, School of Education; Robert Myers, School of Law; Hank Panian, College of Liberal Arts; Ed Peterson, School of Music; James Wallace, School of Journalism; Robert Weigman, Graduate School; Elizabeth Wright, School of Architecture and Allied Arts; ASUO President Arthur Johnson; and Paul S. Dull and Dan E. Clark of the University faculty. Lester Jones was elected Board chairman, and Antoinette Kuzmanich was elected Board secretary.[24]

14. 1949-50 Student Union Board.

During 1950-51, the membership of the first Board to serve after the student union opened were: Donna Bernhardt, Business Administration; Donna Buse, Liberal Arts; Lester Jones, Health & P.E.; Lorna Larson, Journalism; Henry Panian, Graduate School; Ed Peterson, Music School; Leslie Tooze, Liberal Arts; Carol Udy/Barbara Howard, Education; Dewey Wilson, Law School; and Betty Wright, Architecture and Allied Arts; Dan E. Clark and Paul Dull, faculty; Barry Mountain, ASUO president and Herb Nill/Eve Overback, ASUO vice president; D. M. DuShane, dean of students; R. C. Williams, student union director; and William Russell, alumni representative. The officers of the Board were Henry Panian, chairman, Leslie Tooze, assistant chairman, Donna Bernhardt, secretary, and Ed Peterson, treasurer.[25]

15. 1950-51 Student Union Board.

Following the completion of the Perpetuation Plan, Olga Yevtich, assistant director, utilized the information Williams had collected from other major unions and consulted with students to developed the structure for the implementation of the union program. Called the Program

Directorate, it was responsible for "the development, coordination, and operation of the individual program areas within the framework of policy established by the Student Union Board."[26] At the beginning of the 1950-51 school year, there were six standing committees (Ballroom, Cultural, House, Interview & Reference, Publicity, and Recreation) each with a chairman and an "advisor" from the Student Union Board. The Directorate was made up of the chairmen of these standing committees. Very early in that school year, the Student Union Board voted to discontinue the advisor system and to elect a board member to serve as both the Directorate chairman and a member of the Board's Executive Committee. The first standing committee chairs were Jane Wiggen, Ballroom, Barbara Bates, Cultural, Dick Lee, House, Bill Carey, Interview & Reference, Dick Olson, Publicity, and Joe Proulx, Recreation. Directorate members were invited to attend all of the meetings of the Student Union Board, and "especially urged to be present when controversial questions concerning their areas [were] to be discussed."[27]

Opening the Erb Memorial Student Union

With the staff, the Student Union Board and the union program structure in place, the late summer of 1950 was spent getting the building ready to open for the start of the Fall term, September 17, 1950. Williams felt particularly pressured during this period. In an article written for the *Bulletin* of the Association of College Unions, he noted that he was concerned about when they could actually move into the building and how the furnishings and equipment would look. He wondered how it would hold up under wear and tear. Williams worried about whether they had hired enough custodians, whether revenue would meet budget expectations and whether the budget was even reasonable. He wondered whether the building would actually work and function the way they had planned during the planning stage. He even wondered how many times they would have to purchase ashtrays, before they had managed to supply the whole campus![28] He said, "Will our prices be right? Will our hamburgers be too small?"[29]

Williams was concerned about the walks that lead to the building—would they be in the right place or would students begin to use other ways, making the walks be obsolete in a week. And he wondered when they should start the union program—right away or wait a term until they had their feet on the ground. Would they get complaints from the business community if they got too much community drop in trade?[30]

He wondered about what effect the union would have on the campus—would people use the place and would they spend money there? He worried about the international situation, the war—[the Korean conflict] would they go through rationing again? And then Williams said:

> Then the director honestly wonders whether he has it, whether he is actually the person to run the project. He stands outside and looks at the building and realizes what it is supposed to do. Then he thinks about all the people working in it and all the services it's supposed to give and of all the people you have to keep happy. He does wonder at times whether he has it.[31]

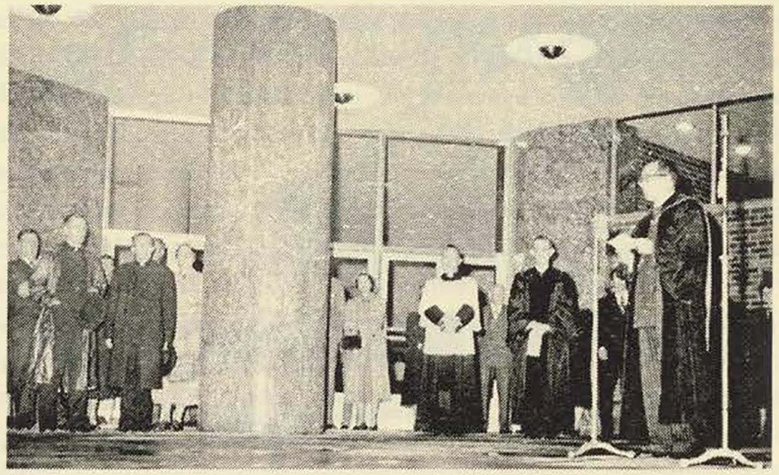
Despite the fears of Williams and his staff, the building was ready for University Registration to take place in the Ballroom, beginning on September 17, 1950. From then on it was a matter of introducing the campus to its new central core, its living room, so to speak.

16. Erb Memorial Student Union, exterior, c. 1951.

The Dedication

The official dedication of the Erb Memorial Student Union was planned for the Friday evening of Homecoming Weekend, November 3, 1950. The theme for Homecoming 1950 was "New Union and Reunion."[32] The plans for the dedication called for a blessing of the building,[33] and a banquet, followed by a 30 minute radio program where the union would be officially dedicated. The radio program was planned to include talks by the governor of Oregon, the president of the University, a representative of the Oregon State Board of Higher Education, a representative of the Alumni Association and the president of the Associated Students. Williams acted as the M.C. at the banquet and introduced the individuals who had been involved in the building program, and other dignitaries and state officials. Porter Butts, director of the Wisconsin Union, was asked to be the principal speaker at the dedication banquet.[34]

The blessing or consecration of the building took place at 5:00 p.m. on the first floor terrace and was performed by Father Leo Lenahan, chaplain of Newman Club; Wesley Goodson Nicholson, minister of the Congregational Church in Eugene; and Rabbi E. Charles Sydney, rabbi of the Ahdrai Sholom congregation in Portland, Oregon.[35]



17. Student Union Dedication: Blessing the building ceremony, religious leaders on the front terrace in front of the main west entrance, c. 1950.

The dedication banquet was by invitation only and held in the meeting & banquet rooms on the 1st floor of the Student Union. The guest list included many dignitaries: the governor of the State of Oregon, Douglas McKay and his spouse; Abbott Lawrence, Ernest Tucker, and George Wallmann, the building architects and their spouses; University President and Mrs. Harry K. Newburn; John McGregor, Class of 1923, and prominent New York lawyer; Mr. and Mrs. Richard C. Williams; Lester E. Anderson, alumni director, and his spouse; Lyle M. Nelson, University public information office, and his spouse; Professor and Mrs. Glen Starlin; former President Donald M. Erb's mother, his wife Roxie, his daughter Elizabeth, and his daughter Barbara and her husband John Craig; Porter Butts, director of the Wisconsin Union and featured speaker; Charles D. Owens, director of the Husky Union at the University of Washington; Frank Nofke, director of the Wilson Compton Union at Washington State College; Professor and Mrs. Will Norris; Mayor and Mrs. Johnson; Mr. and Mrs. Alton Baker of the *Register Guard*; eight deans of University schools and colleges; Dr. A. L. Strand, president of Oregon State College, and Mrs. Strand; Ed Alworth, director of the Memorial Union at Oregon State College, and Mrs. Alworth; Paul Patterson of the Class of 1923, and future governor of Oregon, and Mrs. Patterson; several other University department heads; representing donors of memorial and named rooms in the Student Union, Mrs. George Guistina, Dr. and Mrs. Frederick M. Hunter, and Mr. and Mrs. George Chambers; and representing the students of the University, Barry Mountain, president of the Associated Students, and Henry Panian, the chairman of the Student Union Board.[36]

The menu for the dedication banquet, which took place at 6:00 p.m. on November 3, included a crab cocktail with Ritz Crackers, relish plates, a fillet mignon garnished with French fried onions, baked stuffed potatoes, buttered broccoli, salad of lettuce wedges with Roquefort dressing, rolls and butter and jam, nuts and mints with dessert, French pastry for dessert, and coffee. One hundred eighteen were served at a price per person of $2.25![37]

Butt's dedication address at the banquet, titled "What The Union Is For," spoke about how this Union was a pioneer in a very important and special way. He said that though there were over 200 unions in the United States, and that though unions existed in the British Isles and were to be found in Canada, Australia, New Zealand and other countries, this was

the first time that an institution had undertaken in a very careful and comprehensive way what a union should be before building it. He went on to say that as a result of this careful planning effort, the University of Oregon had the first "genuinely contemporary Union—contemporary in the sense that there was thoughtful determination of what the function of the building was to be, and contemporary in terms of a design which most simply, economically, and appropriately serves the uses which have been foreseen." Butts also noted that the building was already quite an influence on other buildings under construction around the country and he "could name a half-dozen Unions in the planning stage or about to open which even look like Oregon's."[38]

Butts went on to speak about how a union becomes the living room, or hearthstone, of a University, and that it makes a large University a more human place. He said, "Oregon's Union also will be a living room, a hearthstone, and I think you can confidently expect that, with such a living room, you can restore the personal relationship among students, and between students and faculty, that once graced and unified the smaller campus community." Butts also emphasized that the union was not built just to provide a comfortable living room, but to complement the educational experience of the laboratory and the classroom. A second purpose of the union could be found in the art gallery, the browsing library, music rooms, game rooms and party rooms:[39]

> This is because a Union, in the best sense, is not just a place to meet and a place to eat. It is not merely a building of any given kind. In the best sense—and the sense which Oregon intended—it is a well-considered plan for the social and cultural life of the college . . . If a Union is to respond effectively to the wide range of needs and interest of a college population at leisure, if it is to become genuinely a community center—the social and cultural heart of the campus—it will draw together in one place those facilities and activities which give everyone in the college family a reason for coming to the center . . . Coming to the Union for one activity, students will be exposed to and perhaps inspired by, another activity . . . There is one more thing: The Union is a priceless tool for shaping community solidarity and individual student's sense of social responsibility . . .[40]

Butts finished his address with these words: "I think in a very short time you will be able to say, because you have this Union: This is what we've been working and waiting for all of the time, this is the way things ought to be—here and everywhere."[41]

Two others spoke briefly at the banquet. John MacGregor, president of the Class of 1923, spoke about the past and the problems associated with trying to originate a union movement on the campus when he was in school. Henry Panian, chairman of the Student Union Board, talked about the activity program for the building and how students ultimately saw the building from a program point of view.[42]

Following the dedication banquet, the public building dedication ceremony took place in the Student Union Ballroom. The program was a radio broadcast over stations KERG, KASH, and KOAC. Prior to the beginning of the radio broadcast, Williams introduced special guests connected with the fund raising campaign and the construction of the union. The broadcast began with the University Singers singing "Mighty Oregon," and, as the Singers hummed the second verse in the background, Dick Hardy, the announcer, introduced the program by stating:

> From the campus of the University of Oregon in Eugene we bring you a special broadcast of the formal dedication of the new Erb Memorial Student Union Building. This evening a large Homecoming crowd of students, alumni and friends is gathered in the ballroom of the magnificent new building to witness these ceremonies which mark the end of a twenty-seven year effort to see this structure become a reality. To open the program, the University singers, under the direction of Donald Allton, sing "As I Sit and Dream at Evening" written by Robin Nelson, class of 1909.[43]

Following this second song by the University Singers, Hardy gave a lengthy description of all of the facilities and programs available in the student union, noting that it was a facility nationally recognized by experts

and one of the finest such structures in the United States. He then introduced Barry Mountain, ASUO president, who spoke on behalf of the students of the University. He stated that the building was more than just a meeting place, but "rather it may be viewed as the center where educational, cultural and social services may interplay to develop character, which is a goal within itself and can be found not in solitude but rather in the stream of life." Mountain went on to say that the union provided the students a laboratory in democratic living, where students could learn to get along with each other exercise their right to govern themselves. He finished by saying, "To the men and women, living and dead, who through their supreme efforts made this building possible, we the students of the University of Oregon, thank you from the bottom of our hearts."[44] Mountain then introduced John MacGregor, who had made the trip from New York to be present. MacGregor was the 1923 ASUO president and represented all alumni whose contributions made the building possible.[45]

MacGregor began by reporting to Prince Lucian Campbell, "mission accomplished," noting that "It [had] taken longer than we, in our youthful enthusiasm, expected. On that day in 1923 when you made your last public appearance to give your blessing to this student project, you doubtless knew that it would; yet you expressed complete faith in Oregon youth. We bless your memory for such confidence in us."[46] He also said that he knew that Campbell would be pleased that one of his successors, Donald M. Erb, who had abiding faith in students, would have the building named for him. MacGregor went on to talk about how the student union was also dedicated to those who fought and died in the various wars: "Ours is the privilege and duty to recognize their sacrifice and here in this building to express our acknowledgment." He said, "By the imaginative use of this Union, the University can perpetuate this climate of deep feeling and high purpose, to the benefit of future generations of students."[47] MacGregor finished by stating: "This Union, began modestly by students, not by administrators, now stands complete—a shrine to stout-hearted men, and so to be daily visited."[48]

Mountain next introduced Dr. R. E. Kleinsorge, vice-president of the State Board of Higher Education and chairman of the Building Committee of the State Board. Dr. Kleinsorge had given assistance and encouragement

to the building of the union. Speaking on behalf of the State Board of Higher Education, Kleinsorge spoke of how it had been long recognized that the University needed a living room, a place for the University family to get together for social, educational and recreational purposes. He emphasized that without the use of any state tax money, and through the efforts of alumni, students, faculty and friends of the University, that objective had been achieved. He also noted that it was very fitting that the building be named for President Erb, "admired and respected by all of us who knew him, who gave his life in service to the University. As a member of the Board for over nine years, I can testify to the great educational value he placed upon this building . . ."[49] Kleinsorge expressed the Board's appreciation for the fine work of the architectural firm of Lawrence, Tucker and Wallmann and to the contractors for carrying out their fine design for the building. "The State Board of Higher Education trusts that this building will be the realization to the present and future generations of students of all the dreams of past generations of students."[50]

Following Dr. Kleinsorge, Mountain introduced the governor of the State of Oregon, the Honorable Douglas McKay. McKay began his address by quoting Ernest Haycox, when he spoke of a modern University without a student center as being "neither modern nor wholly a university," since it could not adequately serve students in the hours outside the classroom, which were vital to their educational experience. He spoke about Haycox's assuming the chairmanship of the nationwide campaign to build the student union and of the combining of his efforts with the personal drive of President Erb to bring the project closer to culmination. McKay noted that, "It was one of the bitterest ironies of fate that neither of these fine leaders could share in this triumphant hour. But they have left a legacy—a never-to-be-forgotten legacy—to the people of Oregon, not only in ths magnificent building, but in their writings, utterances and countless other evidences of their handiwork."[51]

Mountain introduced the final speaker for the evening, University of Oregon President Harry K. Newburn. Newburn began by saying, "This is a significant moment in the history of the University of Oregon. Tonight we are assembled to dedicate an imposing new structure—the work, the planning, the dreaming of twenty-seven years on the part of the University family."[52] He talked of what an outstanding building the Erb Memorial

Student Union was and what a fine memorial it was to Donald M. Erb and to the women and men who had given their lives in the service of their country. More than that, it was a tribute to the Oregon spirit—"an indomitable spirit of loyalty and devotion which carried this project to success over formidable obstacles and countless setbacks."

President Newburn thanked everyone who contributed to make the building a reality, students, alumni, mothers and dads, faculty members and countless other friends of the University. He also commented on the troubled times of the era, the use of atomic power and how the solutions to these problems would require people to understand each other, to trust one another and to honestly play the game of give-and-take more honestly to build a lasting peace. He linked these comments to the student union building as a laboratory of learning, and a place where democratic theory would play out in reality and where "the activities made possible through this building will provide a basic and continuing contribution to the intellectual life of this University, and consequently to the State of Oregon."[53] Newburn ended his address with this formal dedication of the Erb Memorial Student Union:

> And now, by authority of the State Board of Higher Education and on behalf of the people of the State of Oregon, as President of this University, I dedicate this magnificent student center—this everlasting memorial—to the University students of today and tomorrow that they may be encouraged to lead richer lives and thus to become more effective members of our society. I dedicate it to the young men and women who died in the service of their country, and also to the preservation of human liberty, justice, peace among the people of the earth—ideals for which they died. Finally, I dedicate this building to the enrichment of the Oregon spirit—a spirit which has brought us to this moment and which alone can give the University greatness—a spirit which is well expressed in these words of our own beloved Jim Gilbert:[54]
>
> > Oregon, our hopes are with you, Seeking laurels bright and new, Spreading fame on land and ocean, Till the dream of years comes true. We have heard you, Alma Mater, And we thrill to hear your call, We will rise to hail you mighty With a soul transcending all.[55]

Following the address and formal dedication by President Newburn, the lights in the Ballroom were turned out, and, with only spotlights on the flags, a bugler sounded "Taps." The "Oregon Pledge Song," sung by the University Singers, followed. The lights were turned on and the dedication ceremony ended with radio announcer Hardy signing off the air waves: "You have just heard the formal dedication of the Erb Memorial Student Union Building from the University of Oregon campus in Eugene . . ."[56]

Trivia and Other Happenings

During the early weeks after the opening of the Erb Memorial Student Union, twenty pounds of coffee were used daily in the Student Union kitchen to make the 1,600 to 2,000 cups of coffee that were sold.[57]

Three hundred and twenty-five gallons of ice cream were sold during the first 13 days of operation of the Student Union.[58]

There is no clear record as to when the Erb Memorial Union became the Erb Memorial Student Union. Even during the dedication ceremony, some speakers referred to the union as the "Memorial Union," and others as the "Memorial Student Union." However, by the time of the dedication, the campus had settled on the "SU" as the colloquial name for the building and for its program offerings, and in most conversations and news paper articles, it was referred to as the Student Union.

The soda bar with its distinctive curved window wall quickly became known as the "Fishbowl." Hank Panian '50, chairman of the 1950-51 Student Union Board, said the Fishbowl "got its name the very first month. The reason it still strikes me as significant is not only because of the glass windows, but also because everybody met there."[59] Barbara Howard Martin '52, remembered, "Oh, the fishbowl was my second home . . . You know how all the kids go to a local hangout to see who's there? We went to the fishbowl to see who was there and what was going on. It was the meeting place."[60]

Two meeting rooms on the third floor of the Student Union were referred to as the "clam chowder," or "Cape Cod," rooms, because their wallpaper depicted scenes of a "fisherman's wharf."[61]

A special service among others offered by the Student Union was a direct wire to Western Union.[62]

In the Games Area ten free lines of bowling were offered each week to the highest scorers, both women and men, and a novel feature of the SU bowling alley was the "Tel-e-foul," that switched on a light and rang a buzzer when a bowler stepped over the foul line.[63] Also in the Games Area, so many students were playing table tennis that 28 paddles were worn out during the first three weeks of school.[64]

18. Games Area: Bowling alley, c. 1950.

The passenger elevator was completely automatic, powered by an electric motor, had a weight capacity of 3,500 pounds, meaning that 23 persons, weighing approximately 152 pounds each, could ride at the same time![65]

Finally, a Ballot Measure, supported by the State Board of Higher Education passed. A new approach to financing college unions and other auxiliary buildings was the result of the passage of the ballot measure. Prior to that time, most state legislation (including Oregon's) had specified that no indebtedness that was incurred in financing a union could be considered a direct obligation of the state. Instead it was the obligation of the state agency or non-profit corporation that proposed the building. Oregon passed the referendum that amended the constitution to enable the State Board of Higher Education to redeem and refund outstanding

revenue bonds for the Union and dormitories and to issue general obligation bonds of the State of Oregon in their place. The current interest rate being paid on the bonds for the Union at the University of Oregon was 3.47%, and the new bonds, backed by the credit of the state came in at 2%, a savings of $400,000 in interest. The source of revenue to pay off the bonds remained the same, fees paid by students.[66]

CHAPTER VI

THE SU—
ITS FIRST DECADE—THE 50s

The Unfinished Landscape

When the SU opened in the fall of 1950, the landscaping around the building was unfinished. Originally scheduled to be completed by Homecoming in November 1950, it was delayed due to unfavorable weather conditions. Designed by H. P. Sebold, professor of architecture at the University, the plan called for lawn on three sides of the building, with plots of shrubs in triangles where the walkways met. Hundreds of square feet of shrubbery, flowers, trees and rolling bluegrass were included in the plan. According to Physical Plant Superintendent I. I. Wright, the project cost was $8,700, with the exception of the cost of one tree. The Class of 1950 donated a tree which was planted north of the terrace. A parking area for 35 cars was built to the south of the building, and crosswalks and lawns covered the rest of the block, south to 15th Street. The landscaping was completed during the summer of 1951.[1]

The Early Union Program

By the end of the 1950-51 school year, the original six standing committees of the SU Board's Program Directorate had increased to eleven: the Cultural Committee had divided into Art Gallery, Browsing Room and Music Committees; the Ballroom Committee had divided into the Concert, Movie, Dance and Workshop Committees; the Interview & Referral Committee changed its name to Personnel Committee; and the

House, Publicity and Recreation Committees continued as originally organized.[2]

During the first year that the student union was in operation, the Art Gallery Committee arranged and hung eleven exhibitions in the second floor Art Gallery, including paintings by Charles Dietmann, a photographic exhibit by Tom Burns, Jr., the Christian Religious Art Exhibition, A.I.A. Architectural Exhibit, the Navaho Indian War Ceremonial Show, weavings by Lynn Alexander and paintings by Richard Prasch, among others. The Browsing Room Committee sponsored a series of Friday Night Coffee Hours in the Browsing Room, giving students and faculty an opportunity to informally discuss topics of mutual interest. Some of the seven topics presented during winter and spring terms were: "The Plays of Pirandello," by Professors C. B. Beall and F. Hunter; "What is the Ethical Value of Art with Special Reference to King Lear," by Professors E. C. A. Lesch, and H. Trowbridge; "Russian Icons," by Professor W. C. Strash; and "Contemporary Architecture," by Professor M. D. Ross. Attendance at these events ranged from 28 to 68 people, with the largest attendance for the program on the ethical value of art.[3]

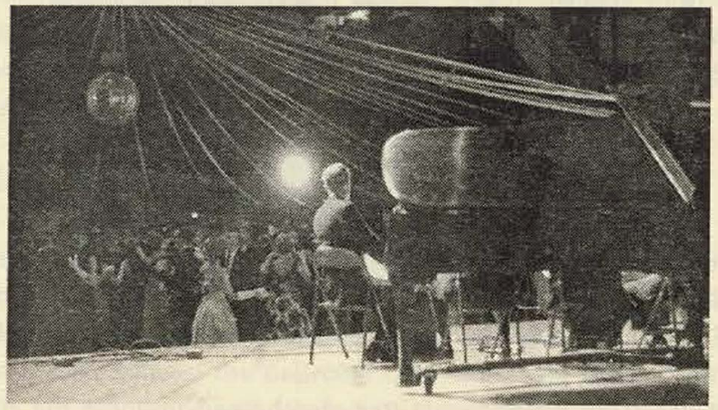
19. Student Union Art Gallery, c. 1950.

The Browsing Room Committee also helped promote the already established Browsing Room Lecture Series, sponsored by the University

Library. Held every Wednesday evening in the Browsing, a member of the University faculty presented a paper in his area of expertise or interest. This standing committee also presented a program called "Campus Workshop,"where students in the performing arts presented works on the SU Ballroom stage.[4]

The Concert Committee worked to assist the School of Music in presenting concerts in the SU Ballroom by the U of O Concert Band, the University Singers and Soprano Hildegard Wagner. They also co-sponsored with Alpha Phi Alpha fraternity a concert by Baritone Charles Woods in the SU Dad's Room in May 1951.[5]

Responding to the results of 420 student opinion surveys taken in early January 1951, the Dance Committee sponsored Friday evening free mixers in the SU Soda Bar area during winter and spring terms.[6] Additionally, the committee sponsored several mixers in the SU Ballroom with a $.20 admission charge, with themes like "King for a Day", "Last Chance", "Spring Fever" and "Hula Town." They also sponsored the "Lemon-Orange Squeeze" dance, following the Oregon vs. Oregon State basketball game in January 1951.[7] The Dance Committee also worked with Miss Rosamond Wentworth from the School of Health and Physical Education on weekly square dances on Wednesday evenings. Additionally, they held three "record" dances for high school students attending the State High School Basketball Tournament and hosted a program by Madelynne Green, a California dance expert.[8]



20. A dance in the Student Union Ballroom, c. 1951.

The Personnel Committee had the responsibility of recruiting and interviewing applicants for membership in all of the other standing committees of the Program Directorate. They also kept records and evaluations of all committees and their members, and kept a work pool available to aid any committee when needed.[9]

The House Committee, subject to the approval of the SU Board, adopted policies regarding the use of the Piano Practice Room, the Games Area, the main lobby for solicitations and the bulletin board in the main lobby.[10] Preference would be given to University students for use of all recreational facilities; organizations wishing to use the main lobby bulletin board or use the main lobby for solicitations or ticket sales would have to abide by certain Board established rules.[11]

During winter and spring terms 1951, the Movie Committee began a program of Sunday afternoon feature movies. They were held in the SU Ballroom, with two showings each afternoon for an admission of $.30. That first year, such films as *Canyon Passage*, *Man in the Iron Mask*, *Turnabout*, *Stagecoach*, *Son of the Sheik*, *Our Town*, *One Touch of Venus*, and *Phantom of the Opera* were shown. Additionally, the committee sponsored a series of Wednesday evening educational movies, held in 207 Chapman Hall, and co-sponsored with the Athletic Department a series of football movies with narration by the coaching staff. These were held the Tuesday evening following each U of O football game.[12]

The first responsibility of the Music Committee was to select an initial library of records for the two music listening rooms. These included musicals, operas, ballets, concertos, piano music and symphonies. The committee supervised the two rooms during the hours they were open for use, and they presented a program of record concerts on Tuesday evenings in the Peter Benson Howard Memorial Music Listening Room. Additionally, the Music Committee selected the sheet music to be available in the Piano Practice Room.[13]

The Publicity Committee had the responsibility for publicity and promotion of all SU Board sponsored programs, SU Board meetings, Games Area programs and the Browsing Room Lecture Series. They used such media as the *Oregon Daily Emerald*, the U of O News Bureau, the *Faculty Bulletin*, posters and direct mail to dormitories and Greek houses.[14]

Their first year, tournaments were the main program of the Recreation Committee. They conducted intramural bridge tournaments, intercollegiate bridge and billiard tournaments, intramural tournaments in billiards, men's and women's bowling and table tennis for men and women.[15]

Additionally, the Recreation Committee organized men's and women's singles bowling tournaments for members of the University faculty. They also formed the first Faculty Bowling League and seven teams signed up to participate.[16]

The Recreation Committee also hosted various famous individuals for special events and exhibitions, including: Charlie Peterson, world billiard champion; Bridge Expert Sam Gordon; and Harold Asplund, nationally-known bowler.[17]

During 1950-51, the Workshop Committee supervised the use of the 3rd floor workroom, which was available for students to make dance decorations and work on other projects.[18]

Special attractions were sponsored directly by the SU Board. During the first year, the SU Board sponsored concerts by Bernhard Abramowitsch, concert pianist; Hazel Scott, concert pianist; and The Virginia City Players in *Bale of Hay* variety show.[19] Even prior to the opening of the SU, the Student Union Board had sponsored a Stan Kenton Concert in McArthur Court, featuring a 20 piece orchestra with June Christy as vocalist. That concert took place in February 1950.[20]

It is of interest to note that of all the programs sponsored during the first year, over twenty of them were held in cooperation with other student groups or University departments, signifying a philosophy by the SU Board of being of assistance to other groups and not duplicating activities that were already being sponsored by others on the campus.[21]

Early Student Union Board Issues and Activities

The 1950-51 Student Union Board met a total of 33 times with an attendance record of nearly 80%. Besides supervising the Program Directorate and its activities, the Board participated in a number of other activities during the year. They were represented by their chairman, Hank Panian, at the student union dedication ceremonies. Their assistant

chairman, Leslie Tooze, served in an ex-officio, non-voting capacity on the University Assembly Committee (a faculty committee). Five delegates from the Board attended the Regional Conference of the Association of College Unions at the University of Washington, and Donna Buse, Liberal Arts member and directorate chairman, was elected by the Board to attend the annual conference of the Association of College Unions at Michigan State College. The SU Board also hosted the Oregon State College Memorial Union Activities Council for a joint meeting of discussion, entertainment, building tour and a coffee hour. The Board and the Directorate pooled their collective efforts at a Christmas tree decorating party in the Soda Bar in late November, in preparation for the Christmas holiday season.[22]

During the course of the first year, a number of basic policies were established by the SU Board that would guide future boards. One of those policies, which has endured over generations, was that the Board would serve as an advisory group to the director of the union in matters pertaining to the day-to-day operation of the union that needed student input.[23] Another important policy decision by the Board was that it would not consciously compete with already—existing programs. Instead the Board stood ready to supplement other campus programs, particularly if they were in danger of being discontinued and the Board felt they were too valuable to be lost, but they did not wish to take over any campus program unless asked.[24]

Another policy decision stated that "The selection of and the actions of the Student Union Board and of its subsidiary administrative committees [would] be conducted on a non-political basis." In furtherance of that policy, it was decided that no student who performed the duties of an elective office established by the ASUO constitution, or who was a member of the ASUO Senate or Cabinet could be a member of the Student Union Board or the Program Directorate. An exception was ASUO president and vice-president, who served as ex-officio voting members of the Student Union Board, and the chairman of the Student Union Board served as a member of the ASUO Cabinet.[25]

In 1951, the Board determined that admission prices for employees of the University and members of the State Board of Higher Education residing in Eugene would be the same as prices for student admissions for spring term only.[26] In the fall of 1951, the Board established a Faculty

Price Policy Committee, which recommended all faculty and staff personnel of the University, the Chancellor's Office and the State Board of Higher Education be extended the privilege of student admission prices upon the presentation of I.D.[27] They also decided that admission prices would be set by the SU Board for all SU sponsored events.[28]

During 1951-52, the SU Board made changes in its standing committee structure by establishing a 12th committee, called the Hospitality Committee,[29] The Board also changed the name of the Concert Committee to the Music Committee and the Music Committee to the Recorded Music Committee.[30]

Budget and Financial Matters

The Erb Memorial Student Union and its allied activities ended its first year of operation, 1950-51, fiscally in the black with a gross income of $279,090, and gross expenses of $273,591 for total of $5,499 income over expenses. These were gross figures for the entire department, including the *Oregana*, *Oregon Daily Emerald*, student directory, major concerts in Mac Court, ASUO, band, orchestra, choral union, forensics, convocations, in addition to student union activities such as the barber shop, post office, misc. rentals, Student Union Board, insurance, civil service costs, checkroom, bowling, billiards, table tennis, food service, administration and custodial workers. All of the SU income producing areas were self-supporting, and no SU or Educational Activities fees were used for those activities.[31]

The Student Union Board and its program for the first year of operation had expenses of $5,321 and an income of $5,476 for a net profit of $155. The income came from four sources: appropriations (student fees)—$3,000, feature movie series—$936, dances—$246 and special attractions—$270 for the Virginia City Players and $1,024 from concerts. The expenses covered office expenses and supplies, coffee hours, awards, special attractions and the expenses of the 11 program committees that made up the Program Directorate, plus a travel expense of $291.[32] The approved budget for the 1950-51 school year for the Student Union Board and the Program Directorate was a total expense and income of $4,400 each, or break even.[33]

Professional staff salaries for fiscal years 1951-52 and 1952-53 were projected to be $6,500 for Dick Williams, SU director; $3,400 for Olga Yevtich, program director, with a note that she had resigned, effective July 15, 1952; $3,200 for Laurence Davidson, night manager, with a note that he had resigned, effective August 1, 1952; and that the salary rate for the program director for 1952-53 would be $3,000, effective August 1, 1952.[34] Student employees in 1951-52 were paid at a rate of $.66 per hour, plus a bonus of $.10 per hour for every hour worked. Bonuses were paid at the end of the term.[35]

In May 1951, Williams was instructed by J. O. Lindstrom, University business manager, to set up a Trust Fund in the amount of the reserve for depreciation of student union equipment, to be called Student Union Equipment Replacement Fund. Lindstrom told Williams that each year the union should transfer monies from its general cash for this purpose, and when it became necessary to replace equipment, it would be charged to the Trust Fund account and therefore not inflate expenditures for that year.[36] Williams was able to transfer cash in the amount of $13,812 to the replacement account in 1950-51, and he budgeted an additional cash contribution of $13,822 for fiscal year 1951-52. He also budgeted a cash reserve for contingencies in the amount $14,680 ($9,680 of that in the food service budget) for 1951-52.[37]

Paul B. Jacobson, director of Summer Session, set aside $3,000 from the Summer Session budget, and requested that the SU take over the Cultural-Recreational Program for Summer Session. [38] Williams agreed to that request and the responsibility for Summer Session programming became a task of the Program Director of the SU.

Because Physical Education bowling classes were held in the SU bowling lanes, President Newburn requested permission from Chancellor Charles Byrne that the University be allowed to charge an additional $6 per term fee to the students registered in those classes, to reimburse the SU for its costs of providing this service. The Chancellor granted Newburn's request, stating "I am entirely in accord with the idea of having the Union building reimbursed for rendering this service to the educational program." He also noted that he would raise the issue of such special fees with the Inter-institutional Fee Committee for their consideration.[39]

In February 1952, an accounting by Lindstrom was made of the total cash collections to date for gifts to the Erb Memorial Student Union Building from students, faculty, alumni and friends of the University of Oregon. He said, "Total cash collections through February 15, 1952,

amount to $282,252, covering donations made by 2,348 students, faculty, alumni and friends of the University. Of this amount $223,873 was raised during the campaign carried on during recent years and $58,379 came from the Alumni Holding Company from the early campaign running back to 1923 when funds were first solicited for the Student Union."[40]

Student Union Operating Services and Issues

When the SU opened in September 1950, it was determined that the building hours would be: Monday through Thursday 7:30 a.m. to11:00 p.m.; Fridays 7:30 a.m. to12:45 p.m.; Saturdays 7:30 a.m. to1:30 a.m.; and Sundays 9:00 a.m. to11: 00 p.m. It was also determined that the Games Area would open each morning at 9:00 a.m., the Main Desk would close 30 minutes prior to building closing, the Games Area would not take new customers 30 minutes prior to closing and the Soda Bar would not take new customers 15 minutes prior to closing.[41]

21. Fishbowl Soda Bar: food service workers serving student customers, c. 1950.

22. Fishbowl: table seating area, c. 1950.

In December 1950, the SU purchased an Embosograf machine, at a cost of $797, to be used to make posters for SU programs and other student organization's activities upon request. Originally, the SU Board put the machine in the hands of the SU administration to administer. However, in October 1951, it was decided that the service be run by a student member of the Board. The SU Board Executive Committee established the policies for the operation, including that prices should be established that covered the cost of materials and labor, plus 10% for overhead. They decided that any replacement of the equipment would come from the administrative budget account and that all net income from the service would be placed in a Trust Fund for the purpose of establishing replacement funds. Additionally, they indicated that the wage for student labor should not exceed $.86 per hour.[42]

From the very beginning of planning for the services to be offered by the SU, there was careful consideration given to the way in which the food and conference services might effect local business in Eugene, including hotels, local cafeterias, restaurants, etc. Williams wrote of these concerns to Newburn and noted that the Ballroom and meeting rooms would be available for conferences, large meetings and dances. He suggested that though most of the facilities would be used by members of the University community, it would be difficult to turn away customers from the local community in the food service soda bar or the cafeteria. Williams also assumed, regarding conference scheduling, that it would

be appropriate to schedule the West Coast Association of College Registers, but not to host the West Coast Secretaries Association, and that it would be appropriate to hold fraternity and sorority dances in the Ballroom, but not a dance for the local Lions Club. He assured Newburn that the SU had no intention of advertising its services off-campus, and would, therefore, not be in direct competition with private business.[43] Eventually a policy was established that stated if an outside group that was not sponsored by a University department or organization wished to use the facilities of the student union, the group would need to be officially invited to the campus by the president of the University. The president would consult with the director of the SU to be sure that the facilities desired were available, and then issue an official invitation in writing. Rental rates for such uses were established at $5 per period (the day being divided into three periods: morning, afternoon and evening) for meeting rooms, and $10 per period for the Ballroom and Dads' Room plus $.04.5 per chair.[44] This policy was revised in January 1953, removing the invitation from the President of the University, and, stating that on rare occasions, where no facilities in the community were adequate to accommodate the event, the secretary of the Chamber of Commerce would confirm in writing that it was in the best interests of the city to accommodate the group. If there was no need for the facility by the University community, the group would be scheduled in the SU.[45]

When the Erb Memorial Student Union opened in 1950, the reservations secretary, a staff person in the SU administration, was not only given the responsibility for scheduling all rooms in the union, but also the assignment of use of all University facilities for other than instructional purposes. It was agreed that space outside the SU would only be assigned for non-academic purposes when space was not available in the union and when approval was given by the school or department involved. Additionally, the reservations secretary was required to check with the Register's Office for daytime use of facilities, and with the Physical Plant for evening use. The master University calendar, listing all events of a general University nature, had been a responsibility of the President's Office, but was transferred to the SU administrative office, now the University Scheduling Office. It was required that all events, including athletic events, be listed with the SU on what was considered to be the official calendar of the University.[46]

At issue when the SU began providing food service facilities for the campus was the role that the dormitories would continue to play in providing catering for various campus functions. It was decided that the dormitories would take care of feeding all dormitory students, continue to serve guests of dormitory residents and continue, for the time being, to provide football training table meals in Carson Hall.[47] It was also decided that dormitories would no longer cater for student groups, and that Phi Beta Kappa and Mother's Weekend, etc. would be required to have their meals catered by the SU. The dormitories could, however, continue to sell monthly meal tickets to students and faculty.[48] By September 1951, it was decided that the student union would begin providing meals for the football training table, preparing meals for 45 men each day that the team was in town.[49]

The checkroom in the main lobby of the SU was originally operated by an attendant, checking in coats, etc. In January 1951, it was decided that the facility would be open to public use without an attendant, and that a Student Union Board representative would staff the facility for functions that in the opinion of the program director would draw a large enough crowd to warrant its use for SU Board sponsored events. Miss Coffey and Mr. Davidson would determine the need for conventions and banquets. For other organizations renting certain areas of the building, Williams would determine the need and make the appropriate arrangements. Under no circumstances were patrons to be charged for this service.[50]

In January 1951, the SU was assigned the responsibility of being an emergency hospital in connection with Sacred Heart Hospital as a part of the Civil Defense program on the campus.[51] Eventually, the University business manager was designated as the liaison to the Civil Defense Organization for the University and the SU agreed to store emergency hospital equipment in the union's mezzanine storage area.[52]

The Main Desk, located in the main lobby of the SU, was conceived as a service unit for the union and the campus proper. In addition to serving as an information center, the Main Desk maintained a small inventory of candy, gum, cigarettes, newspapers and magazines for sale; accepted classified ads for the *Oregon Daily Emerald*; issued keys to the lockers in the Commuter's Lunch Room; issued (for use in the building) checkers, playing cards and chess sets; cashed checks; answered

telephones; ran the paging system in the building; ran the University lost and found; and other small services.[53]

The Barber Shop in the SU was leased to Leo Deffenbacher. When his lease was up for renewal after the first year of operation, Deffenbacher declined to renew. He felt that the profit margin associated with the position was not in proportion to the duties, especially due to the frequency of vacations that disrupted his business. He also indicated that he could not get used to working in the basement, but would be interested in a second lease if the shop ever moved to the 1st floor with an outside entrance.[54] Williams suggested to the University business manager that perhaps it would be wise to keep the base rent the same, but reduce the percentage of gross from 15% to 12 ½ % and he concurred.[55] Ted Reams, who had worked for Deffenbacher as a barber, wished to take over the lease and a contract was signed with Reams with the change to 12 ½ % of gross revenue from 15%.[56]

One of the unique features of the Games Area in the SU was the installation of new semi-automatic pin setting machines in the bowling alley. The new equipment made it possible for one pin-boy to set double allies as easily as he had set one alley in the past. The equipment speeded up the process, set pins more accurately, and made it possible to accommodate more games during one day. Customers liked the new process because the pins were set more accurately and management like the increased revenue and increased ability to recruit pinboys.[57]

A problem that began soon after the student union opened was the use of the Games Area by high school students. Louis Bellisimo, Games Area manager, notified his desk personnel that they were not to allow high school boys to use the area before 3:30 p.m. in the afternoon on weekdays, unless they had a written permission from their teacher.[58]

The Browsing Room

From the beginning, it was understood that the Browsing Room in the SU would be operated under the jurisdiction of the University librarian. Additionally, if any alterations to the space were required, the prior approval of the SU director would be required.[59] The Library agreed to

pay for any alterations from the Library budget, and they also assumed the responsibility for the maintenance and rehabilitation of furniture in the room. It was also understood that all personnel in the Browsing Room were under the jurisdiction of the Librarian, including decisions regarding duties and functions of staff.[60]

Williams explored with Carl Hintz, University librarian, the idea of having Bernice Rise, Browsing Room librarian, supervise the two music listening rooms adjacent to the Browsing Room. He also discussed with Hintz whether or not the program in the room would be the sole monopoly of the Library, or whether it could be a joint venture with the Library. Williams wanted to see the program in that area developed to the fullest extent possible. He raised the possibility of having the room open for extended hours and on weekends for special events.[61] Hintz felt it was bit too early to discuss the possibility of joint-ventures, but indicated that extended hours could be arranged and that Miss Rise could probably exercise general supervision of the music listening rooms. Additionally, he thought that it would be possible for students to work with Rise in additional programming, over and above the Library's already established Browsing Room Lecture Series.[62]

The operating hours for the Browsing Room that were finally decided by Hintz and Miss Rise were open from Noon to 5:30 p.m. and 6:30 p.m. to 10 p.m., Monday through Saturday, and 2:00 p.m. to 9:00 p.m. on Sundays.[63]

23. Browsing Room, c. 1952.

Record Lending Library

Because a donor wished to start a record lending library in the SU, one of the two music listening rooms adjacent to the Browsing Room was devoted to that project. The other listening room was the Peter Benson Howard Memorial Listening Room. In April 1951, Nancy Bedingfield wrote to Williams as the official representative of a group of contributors in Portland who had raised approximately $440 to establish a memorial in the name of Arley Norcross, a 1948 graduate of the University who was killed in an automobile accident in Portland in November 1950. The group selected music as a fitting memorial because Norcross had been an outstanding musician and a member of the San Francisco Symphony at age 14.[63] Williams accepted the donation on behalf of the SU Board, but stipulated that the memorial would be called the Arley Norcross Collection and was to be housed in the Record Lending Library. The Board wanted to establish the lending library, but with the freedom to accept other record collections for the library. They also realized that records did wear out, and they did not wish to be obligated to replace the full collection.[64]

Carillon Bells

In July 1953, Lester E. Anderson, alumni director, wrote to Tom Wrightson, president of the Class of 1953, suggesting that he contact the officers of his class, and request that their remaining treasury funds be spent for a class gift, along with funds from the Class of 1943, to purchase Carillon Bells for the SU. He mentioned to Wrightson that Dean Sidney Little of the School of Architecture and Allied Arts had been contacted by a firm who wished to install the bells at a cost of approximately $3,200.[65] In the meantime, Dean Little had contacted B. F. Grahn of Schulmerich Carillons, Inc., of Issaquah, WA, to request that they tentatively schedule installation of the bell system in time for Homecoming, November 15, 1953, noting that the University could not sign a contract as yet because all the funds were not in hand.[66] Little did not realize how long and complicated a procedure it would be before the bells were an accomplished fact!

In September, President Newburn approved installing the Carillon in the SU, but he stipulated that all of the money had to be on hand before they could be ordered and that no University funds would be committed for the purchase.[67] Newburn left the University presidency shortly thereafter, and in early October, Acting President Victor P. Morris, responding to a request from Williams,[68] granted permission to proceed with the purchase of Carillon Bells with the same stipulations as those stated by Newburn.[69]

The ASUO Senate discussed the advisability of installing Carillon Bells in the SU at their meeting of October 1, 1953 and in their minutes noted, "Final motion considered, contained the stipulation that the chimes would be movable so they could be placed in the chapel when it was built . . . the Senate voted their approval of installing Carolonic chimes in the Student Union."[70] The Senate also approved using the balance in the Class of 1943 "World War II Plaque Fund" to help purchase the bells.[71]

Finally, in February 1954, the funds for purchase of the Carillon Bells were in hand and Dean Little wrote to the Schulmerich company requesting that they send all the technical information so that the electrical requirements could be met in advance of installation, which he hoped would be finished by March 6, 1954, when the new University president was to arrive on campus.[72]

In the meantime, Dean Little, as chairman of the Campus Planning Committee, requested that Lindstrom, Dean Theodore Kratt of the School of Music, I. I. Wright from the Physical Plant and Williams attend a meeting of the Campus Planning Committee to discuss the use of the Carillon Bells. This meeting was to forward a recommendation to the President's Office regarding use policies, including use for special occasions, holidays, Sundays, etc. At that meeting, the committee agreed that the bells should be installed in the SU. However, the location should be considered temporary until such time as a bell tower or campus chapel were built, which were considered a more fitting place. They decided that the School of Music would be responsible for the operation and maintenance of the bells and that the SU director would be merely the custodian of the bells. They agreed that the schedule for the operation of the bells would be to ring on the hour Monday through Friday from 8:00 a.m. to 5:00 p.m. and that special programs probably would be planned for Homecoming, Junior Weekend, Mother's Day, etc.[74]

The bells were finally ordered, and a brass plaque to be place in the main lobby of the SU would read "Carillon Chimes, Donated by Classes of 1943 and 1953 and Alumni Leaders."[75] The system, installed in the SU by Schulmerich, was an electronic system called carillonic bells, Model 180 series, equipped with a Westminster-Hour Automatic Strike, and a small manual keyboard. The sound of the bells came from electronic speakers, located in a small tower on the roof of the SU.[76]

It should be noted that at various times the bells have been called chimes, including on the plaque about the donors of the system. The official name for the system was Carillon Bells or Carillonic Bells, according to the Schulmerich company.

Capital Improvements—1950s

In August 1953, Williams requested permission from President Newburn to expend a sizeable amount from a budget surplus of over $50,000 to finish the unfinished space across from the U. S. Post Office for use as either a faculty lounge or a general purpose meeting room, to add a cooling system to the Chambers Board Room, and to improve the ventilation system in the general areas of the building.[77] Newburn authorized expenditures of $12,500 to $17,500 of budget surplus for finishing the room across from the Post Office and an additional $14,990 for a ventilation system in the top floor mechanical room, a redesign of the soda bar, a new amplifier, a carbou arc slide projector, four additional folding stages, automatic ball returns in the bowling alley and a cooling system for the Board Room.[78] Following the appointment of A. L. "Si" Ellingson as SU director, the Campus Planning Committee approved the plans for finishing the northwest wing as a general purpose meeting room, with the understanding that the architectural firm of Lawrence, Tucker and Wallmann would be consulted about the plans.[79] The space was eventually finished as a meeting complex with wooden dividers that made the space usable as one, two or three meeting spaces. Heavy use was made of walnut paneling in the rooms. The space had its own outside entrance to the building, which made it a popular space for use when the rest of the SU was closed. The space also included a small built in kitchenette, for use for catering in the space.

The project to add booths to the Fishbowl (soda bar), originally approved in 1953 by President Newburn, was finally completed during the summer of 1955. The booths were to be placed under the windows in the half circle at the outer edge of the space. The seats were upholstered in red Naugahyde. The work was ordered from Dohrmann Hotel Supply Co. of Portland, including the tables to accompany the booths. The work was completed in August of 1955.[80]

The SU requested approval from the Student Union and Educational Activities Budget Committee, at its June 9, 1955 meeting, to use unspent savings from previously authorized capital expenditures for the construction of a canoe storage house on the Millrace. The storage house would cost $1,260. They also asked to use $700 for the purchase of four canoes. The request noted that the operation of canoe rentals would be self-supporting, and that the director of the SU would negotiate with the Oregon Trail Council of the Boy Scouts of America to rent additional canoes from them and rent canoes to them. The Budget Committee approved the request and recommended it to President Wilson for his approval.[81]

The Student Union and Educational Activities Budget Committee approved a recommendation in 1956 that the SU purchase automatic pin setters for the bowling lanes in order to increase revenue and reduce expenses in this area. The total installation was estimated to cost $7,519, and then an annual rental fee of $800 per alley or $6,400 per year. AMF brand setters were purchased as the most appropriate, since the lanes were AMF brand. The yearly cost was less than that for employing student pin spotters, who were in short supply and often did not show up for their work assignment.[82]

In 1959, Room M114 on the Mezzanine of the SU was remodeled to be used as a dormitory space for student managers in the building. It included using part of the men's restroom as toilet facilities, The furnishings were two sets of bunk beds, drawers, shelves with rods for hanging clothes and built in study desks.[83]

Williams' Resignation and Ellingson's Appointment

When President Newburn resigned in the summer of 1953 to become the director of educational television programs at the University of Michigan, his wife, Lee, warned Williams that when "Harry" was gone "they" would be out to get Williams. Newburn had always backed Williams in his desire to administer the SU without the interference of the dean of students or the University business manager, both of whom would have loved to meddle in union affairs. Williams resignation in February of 1954, effective August 18, 1954, came as a result of a disagreement over arrangements for the Dad's Day banquet in the SU Ballroom. Williams knew that Karl Onthank, staff to the Dad's organization, would want to stack 500 to 600 in the Ballroom for the banquet. Williams went to the State Fire Marshal and asked him what the legal limit of persons for food service would be in that room. The Marshal said that the limit was 480 persons, and Williams instructed his food service staff to set for no more than 480. While Williams was attending a student publications conference in Los Angeles, Onthank decided that it should be set for 720, with the blessings of the acting University president. Onthank sold the 720 tickets. Although the union was able to accommodate an additional 100 or so in the rooms across the hall from the Ballroom, it still left about 200 folk without seats. Williams wrote to Acting President Victor P. Morris and asked if he would relieve Williams of his responsibility to the Fire Marshal in the event of a disaster in the Ballroom. Morris said, "no, I will not." Williams resigned on the spot, and on the following Monday, presented Morris with his letter of resignation, giving six months notice, effective August 18, 1954.[84] In August, Williams took a position as the personnel director for the new Bon Marche department store, before it opened. He later worked for Shelton-Turnbull-Fuller, and in November 1961, he returned to the University to assume the position of director of the Development Fund under President Arthur Flemming.[85]

In 1954, A. L. "Si" Ellingson was an assistant Dean of Men when he was asked by President Wilson to assume the position to be vacated by Williams. During the spring and summer of 1954 he worked closely with Williams to learn what the job would entail. Following an audit of the books and the safe, Williams turned over the keys to the building to

Ellingson in August. Ellingson had no prior experience in the student union field. He was a veteran of World War II, who had taken a position in the dean of men's office following his return to and graduation from the University.[86]

New Reporting Lines and Other Staff Changes in the 50s

President Newburn desired that Williams shake himself free of the operation of the Food Service in the SU. Therefore, as of the 1952-53 fiscal year, he determined that the director of dormitories, Philip Barnhart, would be responsible for the SU Food Service operation, including purchasing, pricing, production and personnel.[87] As noted in an earlier chapter, Barnhart had been on the SU payroll for a small portion of his salary for his services as a consultant to the SU director on matters regarding the food service operation.

The 1952-53 school year would bring several new staff into the SU to replace some who had resigned. Olga Yevtich resigned her position as program director and Williams hired Donna Buse to replace her. Buse had been a member of the SU Board for two years, serving as its vice-chairman during her senior year. Larry Davidson resigned from the position of night manager and rather than replace him, Williams combined the positions of Main Desk clerk and night manager and hired two graduate students from the School of Education to fill the combined position.[88] Ruth Coffey, Food Service director, left due to marriage and her replacement was hired by Barnhart in consultation with Williams.[89] Robert A. Smith, who had a dietetics background, was hired to be the 2nd Food Service director for the SU.

Changes in the position of program director occurred more than once during the 1950s. Donna Buse resigned the position at the end of the 1954 fiscal year, and Sandra Price Rennie was appointed to replace her for the 1954-55 school year, her appointment beginning September 1, 1954, at an annual salary of $3,200.[90] Similar to Buse, Rennie had been a member of the SU Board, and additionally had chaired the SU Program Directorate, prior to graduation. Rennie stayed in the position only one year until June 1955. Upon her resignation, Ellingson considered filling the position as an assistant director with someone who had some

experience with student publications, particularly in advertising. Since the SU director was the secretary of the Student Publications Board, and his office had the budgetary and fiscal responsibility for student publications, including advertising revenue for the *Oregon Daily Emerald*, he sought to bring additional staff assistance to that area.[91] However, when the Student Union and Educational Activities Budget Committee passed the budget for 1955-56, the position was budgeted as that of program director without the additional responsibility for student publications.

In May 1955, Andrew Berwick, SU Board chairman, and Lucia Knepper, SU Directorate chairman, visited Whitman College to meet with Adell McMillan, program director of the Whitman Student Center (a student position), and Vern Kinsinger, director of the Whitman Student Center, to discuss the planning of the next year's regional conference of the Association of College Unions. The 1954 conference had been held at Whitman College and was chaired by McMillan. Berwick and Knepper had been authorized by Ellingson to offer the position of program director at the University of Oregon to McMillan, who was about to graduate from Whitman. McMillan accepted the position, after having received an application form from Ellingson, and a copy of the Oregon State System of Higher Education Oath of Affirmation of Allegiance, which she signed and returned with the application.[92] She would begin the position on September 1, 1955, after completing a prior commitment as a summer camp administrator. She also indicated that she would spend a week, following Memorial Day, visiting Eugene and meeting with Sandra Rennie, her predecessor.[93] She wrote that she was "sure that [she] would thoroughly enjoy the position and [was] looking forward to September with a great deal of enthusiasm. From what Andy [Berwick] and Lucia [Knepper] have told me about the Program Director's position, it seems to be an excellent opportunity."[94] Ellingson welcomed McMillan by stating, "I am very happy to be able to find some person out of a Liberal Arts institution who I am quite sure will be able to appreciate the appropriate role of a college Union in academic life."[95]

Earlier in the 1950s, additional staff had been added to the SU administrative office due to increased work load. Shortly after the building opened in 1950, a cashier was added to the staff, to make up all cash

trays, including all of the trays for the Food Service[96] and a student employee, Darrell Lord, had been added as a 20 hour per week employee to handle all the student union payroll.[97] In 1952, Doreen Duval was hired as the reservations secretary and Beverly Masson was appointed secretary to the director of the SU.[98] In 1953, Emmagene Bailey, formerly secretary and bookkeeper, was promoted to office manager and Gladys Grantham was added to the staff as the new bookkeeper.[99]

In 1956, Ellingson succeeded in getting budgetary approval to hire an assistant to be in charge in Ellingson's absence and to act as advisor to the Student Publications Board. He appointed James D. Pond with the title of activities director to the position at a salary of $4,365, with the rank of instructor. Pond was a 1951 graduate of UCLA with a major in history, and had done post-graduate work at the Unversity of Oregon and served as a counselor at Morton Hall dormitory.[100] Pond remained in that position until 1958-59, when William C. Landers was appointed to replace Pond, who had resigned. Landers, a graduate of the University of Oregon, had been working for the Bon Marche department store in Eugene. Landers salary for that first year was $4,800 for 12 months, and at the same time McMillan went from a 9 month to a 12 month appointment as program director, at a salary of $4,620.[101]

Student Union Program—Late 50s

According to the 1953 *Oregana*, "New students at Oregon found it hard to imagine what the campus would have been like without the Erb Memorial Student Union. In the three years since its completion the SU [had] come to be the hub of recreation and entertainment at the University."[102]

By the mid to late 50s, the program of the SU Board and its Program Directorate had expanded substantially. All of the standing committees of the Directorate had become more sophisticated in planning their programs. More in depth programming was taking place and the SU Board, itself, had vastly increased the number and quality of the special attractions program.

In the area of special attractions, the Board had begun to bring more popular events to the campus that were of a national stature. In March

and April 1956, the SU Board sponsored appearances by Anna Russell, internationally known comedienne,[103] and Jazz a'la Carte, featuring the Dave Brubeck Quartet, Sarah Vaughn, Red Norvo Trio, Cal Tjader Afro-Cuban Quartet and the Buddy Franco Quartet.[104] In 1957, the Board brought the Jazz Showcase '57 to campus, featuring the Hi Lo's quartette,[105] and the SU acted as the promoter for shows at Oregon State College and five other campuses of this show.[106] A second Jazz Showcase '57, held later in the year, featured the Stan Kenton All-Stars with Pete Jolly, Sonny Criss, Jack Montrose, Bob Berteau, Bob Neal and Donna Fuller.[107] In Spring 1958, The SU Board sponsored a performance of the Four Freshmen for two shows in the SU Ballroom.[108]

As the SU Board began to sponsor more popular concerts, there was some controversy in the Student Union and Educational Activities Budget Committee about whether it was appropriate for the SU Board to sponsor "non-cultural" activities. The issue arose from a request of the Board for underwriting of a second appearance by the Kingston Trio. The Trio had originally appeared several months earlier and the Board wished to present them again in April 1959. The Budget Committee approved the underwriting in the amount of $2,750.[109] These two appearances signaled the beginning of the sponsorship of large McArthur Court shows that would continue into the 70s and beyond.

One of the most popular programs sponsored by the Concert Committee began in January of 1952. It was called "Friday at 4," and was held in the Fishbowl nearly every Friday afternoon thereafter.[110] The program originally consisted of 5 or 6 acts using student talent from the campus, with a student M. C. As it grew in popularity acts appearing in local night spots were often brought in. By 1955, the SU Board discussed concerns that the "Friday at 4" program had become so popular that it was causing serious overcrowding in the Fishbowl, particularly when commercial entertainment was used. Chairs from the Taylor Lounge and student offices were being dragged into the Fishbowl for additional seating. Some thought was given to moving the program to the Ballroom, but prior scheduling of that space made that solution impractical. No solution was arrived at in the mid-50s and the program continued to draw very large crowds.[111] By the late 50s, the Concert Committee had changed its name to the Talent Committee.[112] In addition to "Fridays at 4," the Talent Committee also sponsored the Frosh Talent Show to sold out audiences. The show was performed in the SU Ballroom and used faculty as judges.[113]

Throughout the 50s, the SU Board held a Fall Term Student Union Open House for the purpose of introducing the SU to new and returning students and to recruit potential members for the standing committees of the SU Program Directorate. The Open Houses were held on an evening early in the term and included Friday at 4 type entertainment in the Fishbowl, tours of the building and the University President's Reception for new students. The 10 standing committees had displays in the 2nd floor lobby and committee chairmen and members were on hand to explain the work of their committees and hand out petitions [applications] for committee membership. Members of the SU Board, the SU Directorate, and the Public Relations committee were the hosts during the Open House. The final event during the Open House was usually a Fishbowl Mixer Dance.[114]

In 1953, the Music Committee started a program called the Barber Shop Quartet Contest, involving male quartets from fraternities and dormitories and judged by members from the Eugene Gleemen. The contest was held on a Friday evening of Dad's Weekend, following a basketball game, and held in the SU Ballroom.[115]

Throughout the 50s, the Movie Committee continued to show Sunday Feature Movies, including such classics as *The High and the Mighty*,[116] *Tight Little Island*,[117] *O'Henry's Full House*,[118] *Stranger on a Train*, *The Bad Seed*, *Seven Year Itch*, *Bad Day at Black Rock*, *Ruby Gentry*, and *The King and I*,[119] to name only a few. The committee also continued to show a program of Educational Movies on Wednesday evenings, including such titles as *The Cruel Sea*, *Rembrandt*, *Joan Miro Makes a Color Print*, *Catherine the Great*, and *Ivan the Terrible*.[120]

Friday evening Fishbowl Mixers, free record dances, were held most Fridays in the SU Fishbowl, sponsored by the Dance Committee, which also continued to hold the Lemon/Orange Squeeze dance following the U of O/OSC basketball game, and the Hello Dance for new students at the beginning of fall term.[121] In 1958, the Dance Committee sponsored a semi-formal Married Students Dance, but the attendance was not good.[122]

The Art Gallery Committee provided a new art exhibition about every

three weeks in the 2nd floor Art Gallery. The offerings were varied, including, for example: prints by Charles Heaney of Portland; weaving, sculpture, ceramics, jewelry, paintings and graphic arts by students in the School of Architecture and Allied Arts;[123] Paintings of the Missions of California, watercolors by Maude Wanker; an exhibit of photographs of campus life by Bernie Freemesser, director of the University Photo Bureau; religious oils by Father Pius of Sacred Heart Hospital; oil paintings by the faculty and students of the Eugene Art Center; collage and watercolor Paintings by Don Reich (part of an exhibit that he was preparing for the Palace of the American Legion of Honor); the Cartoon Contest sponsored by the Creative Arts Committee; and Japanese scrolls by T. Mikami, director of the Japanese Art Center in San Francisco.[124]

A very unusual art exhibition took place in the summer of 1959, lasting for three full months in the SU Art Gallery. Titled the "Ivan Collins Miniature Wagon Exhibition," the exhibit consisted of 48 miniature replicas of nineteenth-century horse-drawn vehicles. Collins, a designer/furniture builder at the University Physical Plant, constructed scale models that were exact detailed replicas of the originals. Collins spent an average of 500 hours constructing each model, a very delicate and painstaking work. The exhibit had been shown up and down the West Coast and had been hailed as "remarkably authentic" and "a nations' finest record of travel when horse was kind."[125] Collins designed and built the 16 glass fronted cases that displayed the wagons and in each case the wagons were displayed in a colorful setting appropriate to their use. Following the end of the exhibition period, the SU agreed to store the exhibit permanently and show them once each year.[126]

Coffee Hours and Koffee Klatchs were held periodically by the Coffee Hour Committee. Coffee Hours were scheduled as an opportunity to speak informally with the Tuesday afternoon University Assembly speaker. In 1957-58, students had the opportunity to meet with Harold Urey, Neil Douglas, Crane Brinton, S. I. Hayakawa, Odgan Nash, Richard B. Gump and William Worthy. Koffee Klatchs were held in the Browsing Room on Friday afternoons and usually involved local or University personalities discussing their favorite topic, e.g. Charles O. Porter on U. S. foreign policy, Joel Berreman's slides of the people of the Philippines, Captain

Lineweaver speaking on the problems of love and marriage in the armed forces, and Dr. Charles Ruff discussing variations in jazz.[127]

The Creative Arts Committee sponsored a brown-bag luncheon series, titled the Sandwich Series, at which University faculty discussed various topics in the arts, such as Dr. Wallace Baldinger on the early history of art, Jan Zach on contemporary sculpture, Dr. Robert Horn on modern dramatic comedy and Dr. Edward Cykler on Austrian folk music. This committee also began the tradition of sponsoring the Clothesline Art Exhibit, a two day exhibit of student work from the Art Department, held out-of-doors in early May of each year.[128]

In 1957-58 the Public Relations Committee produced a monthly TV show on KVAL-TV called "Campus Capers," showcasing campus talent, introducing campus personalities and advertising campus events.[129] The Publicity Committee handled all of the publicity for all SU programs, including posters, flyers, news stories and a group to distribute posters and flyers.[130]

The Personnel Committee conducted interviews, following petitioning, to fill all vacant positions on SU Committees. The Personnel Committee also conducted a Personnel Workshop in the fall for all new committee members to train and orient them to the SU and their responsibilities as committee members.[131]

Throughout the 50s and beyond, the SU Board also published the University Calendar of Events, made available to all students each term. It included all SU sponsored events, University Assemblies, University Lectures, Browsing Room Lectures, all-campus events, e.g. Homecoming, Junior Weekend, etc., varsity athletic events for the major sports of football, basketball, baseball and track, and home events of tennis, swimming and golf, the Academic Calendar, and Eugene—University Civic Music Association concerts and ASUO primary and general elections.[132]

Use of the recreational facilities of the SU became a concern in the mid-50s, when it became apparent that the prices for bowling at the SU were somewhat lower than in local bowling establishments. New use policies were established stating that recreational facilities were available to any member of the University family, including students, faculty, ROTC, civil service staff, their family members or their guests, and alumni.[133] In

the meantime the Games Area, assisted by the Games Committee of the SU Directorate, continued to provide bowling, billiard, chess, bridge, and table tennis tournaments throughout the school year.

Budget Committee

Until 1954 and the arrival of new University President O. Meredith Wilson, the budgets for the student union and all educational activities, including student publications, were prepared by the director of the Student Union and proposed directly to the University president, who, after consultation with the University business manager, would approve the budget with or without modifications. In 1954, a sub-committee of the SU Board was formed, at the request of Wilson, to develop a proposal for a budget committee that would deal with these budgets. That sub-committee proposed the creation of what became known as the Student Union and Educational Activities Budget Committee, and their proposal was approved by Wilson. The committee was chaired by W. C. Jones, dean of administration, and its members were four students appointed by the ASUO president, the dean of students, the University business manager, with the director of the SU serving as the secretary of the committee. The Budget Committee would make its recommendations to the President of the University. All budgets went through the committee and any changes in budgets needed their approval, including use of any over-realized income or reserves. The student members of the committee were usually the SU Board chairman, the ASUO president, the editor, *Oregon Daily Emerald*, and one other student.[134]

At the first meeting of the Budget Committee, Dean Jones reviewed the allocation of tuition and fees, indicating that each student paid $55 per quarter in tuition and fees. Thirty dollars of this payment was forwarded to the State Board of Higher Education and the remaining $25 was allocated as follows:

> $4.50 Student Union and Educational Activities
> $6.00 Health Service
> $4.50 Athletic Fee
> $8.00 Building Fund
> $2.00 Gym Suit Service

Jones explained that the Student Union and Educational Activities Budget Committee had the responsibility of supervising and allocating the $4.50 Student Union and Educational Activities fee.[135] Early in the process, the Budget Committee agreed it would be their policy that,

> Over realized income [could] be spent without additional authorization to enrich normal existing programs. It was the intent of the Committee that any group utilizing student fees should have the right to utilize income over and above the authorized budget to further their own program and that they could use these funds without referring the request to the Budget Committee for authorization.[136]

These funds could not, however, be used to innovate new programs without the prior approval of the Budget Committee.[137]

The Budget Committee also decided that the secretary of the committee [the Director of the SU] would have the delegated responsibility of seeing that the policies of the Committee were enforced.[138] One of the first policies of the Committee was to determine who would be considered for the allocation of fee money. The motion which was approved read, "only those groups now receiving money from the Budget or groups which have been reviewed by and have the approval of the above-mentioned groups will be recognized before the S.U. & Ed. Act. Budget Committee."[139]

Another policy was adopted by the Budget Committee, regarding profit and losses resulting from special attractions sponsored by the SU Board. That policy read,

> In order to prevent the operational budget of the Board from being affected by possible losses resulting from special attractions, contracted by the Board, the board shall submit the proposed attraction to the Student Union and Educational Activities Budget Committee prior to the signing of the contract, and if the Budget Committee believes the attraction is of the caliber which is worthwhile to present then they will recommend to the President that any resulting loss be absorbed elsewhere within the budget. Conversely profits which may accrue from such special attractions

may not be spent by the Board without prior approval of the Student Union and Educational Activities Budget Committee. At the end of each fiscal year, any profits accruing from attractions of this nature will revert to the general funds of the Student Union and Educational Activities."[140]

Non-SU Sponsored Programs and Other Activities

A number of activities and programs that were not the responsibility of the SU Board were the responsibility of the SU administration. Prior to the opening of the union and until his resignation in 1954, Williams was the staff person who provided the administrative work that contracted for and handled all of the details for the concerts of the Eugene-University Civic Music Association (E-UCMA), and he took care of all of the details for visiting lecturers and speakers who came to the campus as part of the University Assembly or Lecture series. E-UCMA concerts were held in McArthur Court and were under the auspices of a board of directors that included University music faculty, Eugene community members, and Williams. The University Assembly and the University Lecture series were the responsibility of the two University faculty committees, and Williams served as the secretary to both committees.[141] In the mid-50s these responsibilities were transferred to the SU program director, and when McMillan was hired in 1955, she became a member of the E-UCMA Board. She was also automatically the secretary of both the University Assembly Committee and the University Lectures Committee.

Until the opening of the Hult Center in the 1980s, McArthur Court was the only venue in Eugene for large concerts. E-UCMA sponsored a series of six concerts by major concert artists and symphony orchestras, sold by subscription to the general public, and open to students on their student body card. Over the years, students and Eugene community members had the marvelous opportunity to hear such great artists as Jan Pierce, tenor, Nathan Millstein, violinist,[142] William Warfield, Maria Tippo,[143] Grace Moore, Marian Anderson,[144] Sir Thomas Beecham with the Seattle Symphony Orchestra,[145] Agnes Moorehead in the play *The Rivalry*,[146] Mattiwilda Dobbs,[147] Pilar Lorengar,[148] and groups and orchestras such as the Minneapolis Symphony, the Vienna Choir Boys.[149]

New York Concert Choir, Azuma Kabuki Dancers, Zurich Little Symphony, Portland Symphony with William Primrose,[150] Roger Wagner Chorale[151] and the Symphony Orchestra of Florence, Italy.[152] In the 1950s, as many as 6,000 attended these concerts, with approximately 3,200 season ticket holders plus regularly enrolled students.[153]

University Assemblies were held every Tuesday afternoon for one hour in the SU Ballroom and no classes were scheduled for that hour. The speakers spoke on topics of a general nature. University Lectures were hosted by various departments on the campus with topics in their area of specialty. Arrangements for both of these series, including contracting for the speakers, were handled by the staff of the SU.

The director of the SU and the program director also assisted the various class organizations with their all-campus activities, including Homecoming, Junior Weekend/Mothers Weekend, Dad's Day, etc.

In the late 1950s, students began to plan a project that would increase flow in the Millrace that flowed through the campus in order to make it available for recreational activities. The Millrace had once flowed freely, but had been slowed by piping it under Franklyn Blvd. and due to the high waters in 1940, the dam that diverted water from the Willamette River into the Millrace was washed out. It was not useable for canoeing because the flow was nearly stagnant. The SU staff and the SU Board agreed to help the ASUO revive one of Oregon's oldest traditions, the Millrace which flowed through the campus. The ASUO reached an agreement with the City of Eugene to share half of the cost of restoration of the Millrace.[154] Many grandiose plans were thought of, including the SU constructing an anchorage with a small dining room, and an outdoor recreational program on the banks of the Race. They talked of landscaping the area and having an archery range, badminton and tennis courts, putting greens and an outdoor swimming pool.[155] Only a canoe rental facility came to pass. However, the ASUO, with the assistance of the University business manager, was able to negotiate an agreement with the City of Eugene. The ASUO Millrace Committee contacted the firm of Cornell, Howland, Hayes & Merryfield in Corvallis, Oregon and asked them to make an engineering study on the possibility of restoring the Millrace. Their report included several alternatives, all including the establishment of a pumping station as the most feasible way of assuring

continued and satisfactory flow of water in the Millrace.[156] The cost of restoration was estimated at about $50,000, including the pump station. The students held a drive which raised about $3,000 and then asked faculty and staff to participate, which netted an additional $403.[157] Negotiations with the City of Eugene continued and in May 1957 the City Council voted to approve a recommendation by Robert Finlayson, city manager, to approve the city's contribution of a capital expenditure of $25,000 in their 1957-58 budget to help construct the Millrace pumping station.[158] The University signed a contract with the city in December 1957, agreeing to pay half of the cost of the pumping station and in November 1958, the City of Eugene excepted a bid of $52, 047 for construction of the station, with the city agreeing to pay $24,000 of the cost and the University paying the balance.[159] Ellingson, the SU director, his staff and the members of the SU Board were heavily involved in the student fund drive for this project and in the negotiations with the city.

New Services Offered by the SU

In the latter part of the 50s, in addition to the Embossagraph services for the making of signs, the Program Office supervised a Silk Screen Workshop which employed art students, skilled in the art of silk screening, to produce posters, flyers, Christmas cards, and other items ordered by students, faculty, staff and student organizations. The workshop had a moderately priced fee schedule, primarily covering the cost of materials and labor.[160]

The Games Area of the student union announced the availability of a Ski Rental Shop in February 1957. Skis, boots and poles rented for $2.00, with most of the equipment in use for Physical Education classes on weekdays and available for the general campus population on weekends.[161] The service was made available when the individual who ran the rental shop at Willamette Pass wished to get out of the business, leaving ski classes without a source of equipment. The used equipment from that rental shop became available for a reasonable price, and the student union took on the service. Two years later J. O. Lindstrom, University business manager, suggested to Ellingson that he didn't think the service was worth the effort and that it was in conflict with private

enterprise, since stores in Eugene provided this service, and that it was University policy to only provide services that were not available commercially.[162] Ellingson agreed, noting that the project had not been a profitable one because the business was not large enough. He also reminded Lindstrom that the SU had only gotten into the business to help out the School of Health and Physical Education for their ski classes.[163] Shortly thereafter the equipment was put up for sale to the campus community and the rental shop was closed.

Involvement in the Association of College Unions

As noted in earlier Chapters, the University of Oregon and those involved with the SU had an ongoing relationship with the Association of College Unions [ACU] and utilized its resources heavily during the planning for the union. In the 1950s, that relationship continued as the staff and students involved with the SU participated in many ACU activities. In June 1951, Williams was asked to co-chair the ACU Regional Conference with Mrs. Tracy Johnson, program director of the Oregon State College Memorial Union. Johnson was responsible for the development of program sessions and Williams was to work on the administrative and operational sessions for the conference.[164] This second annual conference of Region 11 of ACU was held at the University of Oregon in the Erb Memorial Student Union on November 16-17, 1951, and mainly involved an exchange of ideas with informal discussions. It was decided at that conference to hold the 1952 conference in the Memorial Union at Oregon State College.[165]

Williams was asked to run the first annual National Bowling Tournament for the ACU Games Committee. Thirty-one schools entered the National Bowling Tournament, 22 entering the A Division and 9 the B Division. Of the 31 schools who entered, 27 reported scores, 21 in the A Division and 6 in the B Division.[166]

At the ACU Regional Conference at Washington State University in 1953, Andrew Berwick, member of the SU Board, had been elected student chairman of the ACU Region 11 Steering Committee, and in April of 1954 he held a meeting of the Steering Committee for the purpose of planning the Fall 1954 Conference to be held at Whitman College.

Vern Kinsinger, director of the Whitman Student Center, and Adell McMillan, student program director of the Whitman Student Center, visited the SU and participated in that meeting. McMillan was the conference chairman.[167]

In 1956, the University of Oregon was again asked to host the annual ACU Region 11 Conference. At a meeting of the Regional Steering Committee it was decided to hold that conference in the Erb Memorial Student Union on November 1-3, 1956.[168] Dick Blue, from the University of Oregon, was selected as conference chairman and the discussion topics dealt with every kind of union program problem. The agenda was set so that all schools, large and small, with or without a union building, would gain from the workshops and discussions. University of Oregon President O. Meredith Wilson gave the keynote address at the final banquet of the conference. The region at that time included all institutions in Montana, Idaho, Washington, Oregon, Nevada, Northern California, Hawaii, Alaska, and the Canadian provinces of Alberta and British Columbia.[169]

Responding to requests made during the 1956 Region 11 Conference, the SU agreed to put together two art exhibitions that could tour throughout the Region during the winter and spring of 1957. McMillan took on the responsibility of putting this pilot program together. Two exhibitions were prepared to tour the region and she made the arrangements for the exhibits. The first exhibit consisted of 15 works by students in the School of Architecture and Allied Arts. The works were selected by the art department faculty and prepared for the exhibit by the School. The second exhibit consisted of 39 photographs from the University's Photo Bureau, selected and prepared for the exhibit by the University's photographer, Bernie Freemesser. It was a photo history of the University of Oregon. Both exhibits toured the Region during the months of February through May 1957 and were shown at the union art galleries at the University of Washington, Washington State University, Eastern Montana State College, University of Saskatchewan, Montana State College, Montana State University and the University of Idaho.[170]

In 1957, the SU took on the responsibility of setting up a tour of a special attraction for ACU Region 11. The attraction featured the Gateway Singers, a vocal group, then appearing at the Hungry Eye in San Francisco. They had recently completed a week's engagement at Timberline Lodge

at Mt. Hood, in Oregon. Their style of music was very unique, concentrating on ballad, folk and calypso music, appealing to primarily college crowds. They had played two shows at the University of California to capacity audiences. The fees for the concert were set at $150 for a matinee performance and $475 for an evening show. The final schedule for the tour involved a performance at the University of Oregon, matinee performances at the University of Portland and Montana State College and an evening performance at Whitman College.[171]

CHAPTER VII

THE SU—STUDENT INVOLVEMENT—THE EARLY 60s

The End of the SU's First Decade

In the Spring of 1961, A. L. "Si" Ellingson, union director, spoke at the Student Union Board's awards banquet, reviewing for the participants the SU's accomplishments in its first decade. He stated that the SU had provided the campus with a community center that was more than a building. It was a program and organization that provided the amenities, conveniences and services to make life more pleasant for the campus community. He reported that the union program had supplemented and complimented the academic program of the University, and that the SU was a major unifying factor for the campus.[1] Ellingson went on to speak about the main responsibility of the Student Union Board as one concerned with all-campus programming—programming that was open to all members of the campus community, regardless of "class, academic interest, marital status, or age."[2] He also noted that the Board had taken the campus lead in evaluating their programs. The Board had created a carefully constructed system of evaluation and used those evaluations in planning for its future programs.[3] He suggested that the new Board members consider several new programs for future planning, including: the newly proposed art acquisition program; a format for the discussing emerging issues, similar to the Oxford Debate format used in England and at Hart House in Toronto: opportunities for in-depth programming using the out of doors as the classroom; and taking an active role in the preservation and improvement of the Millrace.[4]

Ellingson ended his talk at the awards banquet by stating, "The Union Board in ten years has written an enviable record; one which other student groups might well emulate. A record of complete unselfish devotion to a community, the University of Oregon; a record of personal concern for every member of that community regardless of personalities and interests, a record of offering services without demand or even expectation of reward or recognition, a record of the deepest and most effective loyalty to the University of Oregon."[5]

Chaired by John Phillips, the SU Board took seriously the suggestions made by Ellingson, and according to an *Oregon Daily Emerald*, February 1966 editorial, the Board was quite successful. The editorial credited the Board with putting an end to the nonsense notion that student apathy was rampant on the campus; under the direction of Forum Committee Chairman Bob Forsyth, the Board had successfully begun a program of Oregon Union debates; under the direction of Outdoor Games and Activities Committee Chairman Larry Neal, a program of Millrace restoration was under way; and with the guidance of Directorate Chairman Betsy Woods and Creative Arts Committee Chairman Judy Core they had gone a long way in establishing the Northwest Art Acquisition project, which would culminate in the first of annual art shows in the spring term. The editorial went on to note that much of the success of these new program initiatives came from students working with administrators to serve their interests and those of the broader campus community.[6]

Much of the impetus for pursuing these new programs was a result of the leadership of Phillips, a strong student leader, who, at an early fall Board meeting gave a speech to the Board about their responsibility to carefully evaluate each of its programs in terms of its effectiveness in meeting the needs of the students it intended to serve. He said that he thought there were six basic human values the SU attempted to serve through its programs: physical, recreational, social, intellectual, aesthetic and spiritual. He suggested that the physical/recreational realms could be served by the Games and Outdoor Activities Committee by promoting Millrace development for recreational uses, promoting increased student participation in outdoor activities and developing long range goals in the area of recreation. The social realm could be served by the Talent and Dance Committees by offereing more frequent and higher quality

programs, expanding programs that drew from cultures outside the University, renovating of the Bottom of the Bowl area, and special dances for foreign students, married students, etc. Phillips felt that the intellectual realm could be served by the Forum Committee by establishing the Oregon Union debate format, cooperative programming with the Honors College and by expansion of the Coffee Hour and Forum presentations. The aesthetic realm could be served by the Art Gallery Committee and the various concert programs and special events sponsored by the SU Board. Finally the spiritual realm should be served by cooperative programming with campus religious groups and by discussion of religious issues in Coffee Hours and Forums.[7]

Northwest Art Acquisition Program

At an annual conference of the Association of College Unions, Ellingson attended a session presented by the Warden [director] of Hart House, University of Toronto, that dealt with the establishment of a permanent art collection in a college union. Ellingson became intrigued with the idea and upon his return to campus raised the possibility of establishing a permanent collection of Pacific Northwest art in the Erb Memorial Student Union. He met with Adell McMillan, program director, and with Walter Gordon, dean of the School of Architecture and Allied Arts to explore the idea further. With positive responses in hand, Ellingson worked with Karen Mauney on the SU Board, Betsy Woods on the SU Directorate and Board, and Judy Core, chairman of the SU Creative Arts Committee to develop a proposal which was approved by the Board.[8]

The proposal entailed making a request to the Student Union and Educational Activities Budget Committee for an annual appropriation of $3,500 for the purpose of acquiring art works by contemporary Northwest artists. The administrative structure proposed involved having the SU Board appoint a selection committee that would invite fifteen to twenty artists from Oregon, Washington, Idaho, Montana, Alaska and the Canadian provinces of British Columbia and Alberta to submit two pieces of art work for an exhibition in the SU. The exhibition would be held annually, with a different art medium or media each year, on a rotating basis, with the first year being oil paintings and sculptures. (This was later changed to just oil paintings the first year.) A judging committee of students and faculty would be appointed to make the selection/s of art to be purchased. These works would become the property of the Erb Memorial Student Union, would be exhibited throughout the building and would be listed as an asset on the financial statement of the SU, with the assumption that they would increase in value over the years. The $3,500 budget appropriation was to be divided $500 for administrative expenses for the art exhibition and $3,000 for the purchase of at least one work of art. The hope was that this new program would allow the student union to have a continuous exhibit of the best art work being done in the Northwest, that all members of the University family could experience the best in art and that the program would enhance the University of Oregon's position as the center of creative art in the Northwest.[9]

The Student Union and Educational Activities Budget Committee referred the art acquisition proposal to the ASUO Senate for their approval, and John Phillips, Betsy Woods and Judy Core went before the Senate to make a presentation in support of the Boards proposal to establish an art collection owned by the student union.[10] Woods announced to the SU Board that the Senate had unanimously approved the proposal and that, subsequently, the Budget Committee added their approval. She indicated to the Board that a steering committee had been established and had decided that the art exhibition would be set up on a three year rotating basis with oils the first year, sculpture the second and prints and drawings the third. The judging of the works for possible purchase would be done by a group of primarily students, with or without an art background, and some faculty members. "The pieces will be selected on the basis of what will appeal to the broadest cross-section of students and visitors."[11]

During Winter Term 1961, the Art Acquisition Committee sent letters of invitation to Northwest painters who were known for their work in oil. The exhibition, to be known as the Pacific Northwest Art Annual, invited artists to send two of their oil paintings to be included in this exhibition, to be held from May 1, 1961 through May 20,1961 in the Erb Memorial Student Union Art Gallery. The selection committee consisted of: Betsy Woods, chairman; John D. Phillips, Keith Powell, Judy Core, Constance Aucott, students; Walter Gordon, dean of the School of Architecture and Allied Arts; James Colley, acting director of the Museum of Art; David L.

McCosh, professor of art; A. L. Ellingson, union director; and Adell McMillan, union program director.[12]

Nine artists responded to the invitation to participate in the first Pacific Northwest Art Annual: William Givler, Fredric Heidel, Will Martin, Michele Russo and Charles Voorhies all of Portland; Nelson Sandgren, Corvallis; Jack Wilkinson, Eugene; Percy L. Manser, Hood River; and Kenneth Callahan, Seattle.[13]

Two oil paintings were purchased by the Art Acquisition Committee of the SU as the beginning of the student union's permanent collection of Pacific Northwest art. The committee selected "East of Condon," by Charles Voorheis and "Patterns of Venice" by Nelson Sandgren. And so began the permanent art collection for the student union.[14]

The Oregon Union

The SU Forum Committee took on the responsibility of sponsoring a new program called "The Oregon Union," patterned after the debate program that had been established for many years by the Oxford Union, Oxford University, England. Unlike the typical debating format used by debating teams in the United States, this format was patterned after the English House of Commons. The debates provided for members of the University and Eugene community to watch and listen to members of the Union discuss and argue both serious and frivolous issues of the day. Following the structure of the Oxford Union, the Oregon Union offered a new type of debating format for the students at the University of Oregon. According to the Oregon Union program description:

> Rather than follow the rigid system of American debate rules for speaking, cross-questioning and the rebuttal, Oregon Union [would] follow a more flexible system. The first speaker [would] speak for a determined length of time either pro or con on the subject. He [would] be followed by a member of his own team offering additions on the subject. Next two speakers from the opposite side [would] speak against the proposition.[15]

Following these presentations the chairman would then entertain

members of the Union who could speak indefinitely pro or con on the subject. The chairman would determine when a reasonable amount of time had been given to each side on the question and then would call for a vote from the Union. Some of the subjects would be of a serious nature, and some could be humorous or frivolous.[16]

The members of the Oregon Union were selected with the majority being undergraduates and the remainder being graduate students and members of the faculty. Space was set aside for a gallery of spectators.[17] The first chairman of the Oregon Union was Roger Gross, instructor in Speech, with Mark Sharer as acting student chairman; Robert Summers, Law School faculty, was parliamentarian; Jim Lynch, past ASUO president and law school student, was sergeant-at-arms; and Kip Lombard, SU Forum Committee chairman, was recorder. The program committee of the Union was chaired by Scott Nobles, speech faculty; the Membership Committee was chaired by Si Ellingson; the Publicity Committee was chaired by Bill Landers, assistant student union director; and the Rules Committee was chaired by Hans Linde, Law School faculty. The first Oregon Union was held in the Dad's Room of the SU.[18]

The topic for the first Oregon Union on January 18, 1961 was "Admission Requirements," with State Senator Keith Skelton taking the negative side and Dean Robert Clark taking the affirmative.[19] The topics for the remainder of the Oregon Unions for the winter and spring terms were "Girls Rules," on March 2, 1961,[20] "That this house resolves that no state funds be used to build a stadium," with Leo Harris vs. D. Dunson, on April 19, 1961,[21] and "Medical aid to the Aged," with Paul Bauge debating Quentin Breen, on May 26, 1961.[22]

Though the Oregon Union program was continued for a time, the idea never became the tradition that Ellingson had hoped for, perhaps because American college students were just not accustomed to this form of informal debate. Because membership in the Oregon Union was by invitation of the Membership Committee and participation in the debates was limited to members of the Union, the program might have been a bit too elitist for an American university community. As noted in Chapter I, many famous English statesman and political figures got there start by debating in the Oxford Union.

Games and Outdoor Activities

During the 1958-59 school year, the SU Games and Outdoor Activities Committee supported the organization of an Alpine Club, and by 1960 it was developing on its own and doing quite well. In addition, the committee assisted the Crew Team, begun in the winter of 1959. By 1960, it was also functioning on its own, working out with the Oregon State University team each Saturday and also working to raise money to buy a crew shell.[23]

The Games and Outdoor Activities Committee also sponsored table tennis and billiard tournaments which determined the University participants in the Association of College Unions Region 11 Games Tournament in the winter of 1961. They also scheduled a billiard exhibition and lessons by national billiards expert, Willie Monsconi, with an overall attendance of 500.[24] Additionally, they held the United States Chess Federation Pacific Northwest Open Chess Tournament in May 1961, including both a tournament for USCF members and an open tournament for non-members, with 43 participants in all. The chairman of the committee was Larry Neal, who later became a faculty member in Recreation Management/Leisure Studies at the University.

By 1964, the Games Committee was holding weekly Chess Nights, sponsored by the Chess Club; Bridge Nights—a program of the Duplicate Bridge Club; Go Nights, sponsored by the University Go Club, who hosted a club from Japan during the spring term; Fun Nights, co-sponsored with the Dance Committee with free run of the Games Area, with bowling, billiards, table tennis, shuffleboard and dancing for $1 per couple. They also brought Samuel Reshevsky, International Grand Master of Chess, to the campus for a simultaneous chess tournament. They sponsored a Living Chess Tournament held in McArthur Court with live chess pieces and held both the Erb Memorial Open Chess Tournament and the Oregon Invitational Team Chess Tournament. Late in the year, the committee was involved in an attempt to re-institute the Fencing Club.[25]

In 1966, the Games Committee, again sponsored a lecture-demonstration and a chess exhibition by Samuel Reshevsky. He held a simultaneous match against 40 opponents, all of whom he beat and gave

a lecture demonstration to interested students and faculty.[26] This was one of several visits by Reshevsky to the University of Oregon.

In January 1962, the Student Activities Committee granted recognition as a student organization to the University of Oregon Rugby Club.[27] By the 1963-64 school year, that club, plus others had become a part of the Outdoor Recreation Council, formed that year under the auspices of the Student Union Board.[28] In that year, the Rugby Club fielded three teams: a varsity team, a second varsity team and a freshman team. The varsity teams played a full schedule of 12 games, six at home; the second varsity teams played four games; and the frosh played on three occasions. Four of the varsity games were with teams that were members of the Northwest Intercollegiate Rugby Conference.[29]

The Council, chaired by George Sweet, was organized with an Administrative Committee to coordinate the overall program of the Council, and it had the usual first year problems of getting a new organization off the ground, e.g. putting a plan on paper into actual operation. In addition to the Rugby Club, the other clubs that were coordinated by the council were the following:[30]

— The Ski Team—Oregon participated for the first time in regular, established, NCAA recognized ski meets. All were 4-way events, meaning they included slalom and down hill (the Alpine events) and jumping and cross country (the Nordic events). They raced against Nevada, Washington, Montana State, Chico State, Utah State, Idaho, Arizona State, Air Force Academy, California at Berkeley, Stanford and the University of British Columbia. The women's team had a restricted season, but four members went to the Nevada Winter Carnival and placed first out of ten schools that included Mills, San Jose, Nevada, Arizona, and California.[31]

— The Cycling Club—Newly established in the SU, this club did not yet have enough members to have a full blown program. Its Statement of Purpose noted that it "sponsors tours in the Eugene area for all bicycle riders. The aim of the tours [was]

not speed or miles covered, but [was] exercise, relaxation, and enjoyment of the outdoors and of the spots of interest around Eugene. For those who [were] particularly interested in racing, an effort [was] made to make available and coordinate training rides and races."[32]

- The Hiking Club—This group held several business meetings, sponsored a number of one-day hikes in the western Oregon area, and sponsored films showings on hiking and outdoor skills.
- The Scuba Club—The club was not terribly successful in its first year, but there appeared to be an increasing interest in scuba diving.[33]
- The Soccer Club—They were members of the Oregon Intercollegiate Soccer Association, which included Oregon State, the University of Portland and Lewis and Clark College. This was a new league and the University of Oregon club won four games, tied one game and lost one game.[34]
- The Judo Club—This club was growing in popularity and was very successful in their matches and tournaments, with very enthusiastic members.[35]

Sometime in the early 60s, an agreement was reached with Leo Harris, director of intercollegiate athletics' to provide $3,000 to help support Recreational Team Sports like skiing, judo, rugby, soccer and rifle team, that were being sponsored partially through an allocation from the Student Union Board. This yearly allocation from the Athletic Department was continued at least through 1965.[36]

By 1965, the SU Recreation Council (having dropped 'Outdoor' from its name) added three new club teams to their portfolio: rifle, water polo and badminton. During that year, the Rugby Club again fielded three teams, won the Divine Cup in the U of O/OSU series and won the New Zealand Bowl, given to the Northwest Intercollegiate Rugby Conference outstanding team. The Soccer Club had a 9-0 win-loss record in league play and won the Walter Carlman Memorial Cup as the outstanding team of the Oregon Soccer Association.[37]

The Bowling Team, coached by Lou Bellisimo, was very successful

in the mid-60s. In 1964, they completed their fifth and final match against the New Car Classic Alstairs at Fairfield Lanes in Eugene, defeating some of the best bowlers in the region, including three pro-bowlers on the Northwest circuit.[38] In 1965, the team won the Region 11 Association of Unions Regional Tournament. Held in Corvallis, there were 17 colleges from California, Washington, Idaho and Oregon in the competition. In addition Oregon gained spots on both the men's and women's teams that would compete in the national tournament that April.[39]

In the area of on-campus recreation, the Recreation Council surveyed students to see what new campus recreational facilities were needed. As a result, the University president promised to support improvements, including lighted tennis courts, more basketball courts and playing fields and equipment for student use.[40] In the area of off-campus recreation, the Council was involved in exploring the possibilities of a Retreat Campus, looking at possible properties that might be available for this purpose.[41] The Council also branched into a new area of programming in which they co-sponsored with the SU Board a series of speakers, movies, exhibits and displays on the topic of pollution. The result of this program series was the formation of a new organization, S.T.O.P., Students and Teachers Opposing Pollution.[42]

In light of the expressed need for more space for playing fields and other outdoor recreational needs, Ellingson received approval from the Student Union and Educational Activities Budget Committee to a request for $500 from the Millrace Restoration Trust Fund to pay for a survey of the property, then owned by the Eugene Sand and Gravel Co, lying between the railroad tracks and the Willamette River, just north of the campus. In approving this proposal the committee recommended "utilization of this land, if and when purchased by the University of Oregon, for recreational purposes."[43]

In 1963, the Student Union Board decided to again offer ski classes in conjunction with the Willamette Pass Ski Area.[44] In January of that year, the student union had signed a lease agreement with George Korn for Rooms 21 and 22 in the Games Area, so that Korn could rent skis, boots and ski poles and sell supplies and used equipment. Korn agreed to provide all labor, supplies, furnishings, equipment and equipment maintenance and the student union agreed to provide the space, heat

and utilities. The lease agreement provided that Korn would pay the student union 5% of his gross receipts for the rental and sale of ski equipment.[45] Additionally, a display booth in the rental space was authorized by the Student Union Board to supply information about the ski classes at Willamette Pass.[46]

The Oregon Assembly, Academic Retreats and Other Forum Programs

In the mid-60s, the SU Forum Committee had vastly changed their focus and in their 1965-66 final report noted:

> The forum area of programming has increased tremendously on this campus in the past few years. The main reason for this broadening might be termed the student activist movement. Students at Oregon and all over the nation have become members of this crusade by taking part in programs like Peace Corps, Migrant Labor Project, Los Amigos, VISTA and many others. The interested student is no longer limited to the inside of a hundred and fifty acre campus but is now beginning to look out and take part in a confusing and rapidly changing environment. The Forum Committee has a responsibility to pay attention to this new need by providing programs that go beyond the sheltered world of the University and possibly to even spawn some of its own action programs.[47]

Two new programs were attempted by the Forum Committee in this era, The Oregon Assembly and Academic Retreats.

The Oregon Assembly was patterned after the American Assembly program at Columbia University, where a group of students, faculty, administrators and community members were invited to convene for several hours to discuss a particular topic in depth. A keynote speaker would address the group on a pre-selected topic, followed by two discussants who focused on controversial questions to stimulate further thought and discussion. The group was then divided into two small discussion groups. After a dinner break, a full group wrap-up session and discussion was held.[48] Three topics chosen during the 1965-66 academic year were "Individual Freedom," "Intercollegiate Athletics" and "The Jobs Corps and the 'Great Society.'"[49]

Recognizing the ever increasing importance of student participation in all areas of the University, an Oregon Assembly was held in 1967 to discuss "Student Power in the University." Oregon State University, Portland State College and Reed College were invited to participate, in addition to a group of University of Oregon students, faculty, administrators and community members.[50]

Begun in 1962, Academic Retreats were programs where a small number of students and faculty members (usually about 30) would meet over the weekend at an off-campus location for an informal discussion of some topic of current interest. For example, a Retreat was held in November 1966 at Santiam Lodge to discuss the topic "The New Morality." Participants were charged $5.[51] The program proved so popular that Bill Vertrees, SU Board Chair, appeared before the Student Union and Educational Budget Committee to request funds to schedule four additional Retreats during winter and spring terms, because of the number of students who had indicated a desire to participate in the program.[52]

The SU Forum Committee also began to encourage students to propose courses for academic credit, with a pass or fail grade, using the 407 numbered classes. The procedure for establishing such a class was: to first decide on the subject matter for the course, then find a faculty member who would agree to oversee the course, and finally obtain the department head's permission to use the 407 course number. Courses that had been proposed in 1966 were "Drugs on Campus," "Pollution and Conservation" and "Birth Control and Abortion."[53]

Little Concert Series

In May 1962, the Student Union and Educational Activities Budget Committee approved a request by Jay Jackson, SU Board chairman, on behalf of the SU Board to allocate $5,000 to underwrite a small concert series. It was planned that 600 season tickets would be sold at $6 for faculty and students, $7.50 for off-campus patrons. Individual concert tickets would be $1.50 for students and faculty and $2 for off-campus patrons. This budget allocation allowed for a maximum of five and a

minimum of four concerts per year. These concerts were too small for performances in McArthur Court, and selling 600 season tickets was estimated to make the program break even.[54] Eventually named the Little Concert Series, this program was a collaboration between the SU Classics and Jazz Committees and the School of Music.

In order to use the School of Music Auditorium for the classical chamber portion of the series, it was necessary to request a change or an exception to the policy that groups could not charge admission to concerts in the Music Auditorium. Ellingson consulted with the dean of the Music School, Dean Jones and Max Risinger, professor of music, and then requested that President Flemming make an exception for three and not more than five concerts per year. Flemming granted the exception on August 9, 1962.[55]

Eventually, six concerts were scheduled: three chamber group concerts held in the School of Music Auditorium [Beall Hall] and three jazz or semi-classical concerts held in the SU Ballroom. In1962-63, the series included the Vegh Quartet, the Komitas Quartet and the New York Woodwind Quintet in the Music Auditorium, and Paul Horn, jazz artist, Odetta, folk singer, and Suzanna y Jose, Spanish dancers in the SU Ballroom.[56] In 1963-64, the series included the Claremount Quartet, Krainis Baroque Trio, the Vlach Quartet, John Williams, classical guitarist, Llord's International Marianette Theatre, and Henry L. Scott, pianist/humorist. In addition that year a bonus concert was held in the Music Auditorium, featuring the Student Madrigal Choir of Meunster, Germany.[57]

Ongoing SU Programs

Special attractions sponsored by the Student Union Board during the early 1960s were many and varied in their media. More and more attractions of a national stature were presented. The Board requested that the Budget Committee underwrite the performance of Peter Nero and Bob Newhart during winter quarter in 1962 for an amount not to exceed $3,500 in the Ballroom. That concert grossed $3,378.[58] Also during 1962, the Board sponsored McArthur Court concerts featuring the Four Freshman, the Limeliters and the Brothers Four. In 1963, the Board brought Peter, Paul and Mary (for two concerts), the Smothers Brothers and Ella Fitzgerald to campus. Tickets for these concerts ranged from $1 to $3 and the gross income ranged from $4,000 to $11, 600.[59]

In 1964, the Student Union Board sponsored several concerts, usually held in McArthur Court, including the Modern Jazz Quartet, Johnny Mathis, Max Marath in the Ballroom, the New Christy Minstrels, the Smothers Brothers, Dick Gregory (co-sponsored with the ASUO), the Goodtime Singers and Carlos Mantoya, with gross incomes ranging from approximately $1,000 to $7,500 with tickets priced at $1.50 to $3.00.[60] In 1965, the Board sponsored concerts by the Ford Caravan of Music, Ferrante & Teicher duo pianists and Louis Armstrong. In 1966, the Norman Luboff Choir, Les McCann, the Beach Boys, Glenn Yarborough, the San Francisco Mime Troup in the Ballroom, Henry Mancini, Ray Charles, Bill Cosby, Al Hirt and Harry Belafonte were brought to campus. The gross income from these concerts ranged from approximately $1,100 to $15,000 (for Harry Belafonte). Ticket prices were in the range of $1.50 to $4.[61]

The SU Art Gallery Committee continued to mount shows at three to four week intervals in the early to mid-60s. Some examples of exhibitions included one of photos of architectural work by H. H. Waechter, former University faculty member, showing details of buildings he designed in the Eugene area.[62] In 1966 an exhibit of 30 drawings and paintings done by Job Corpsmen were displayed in the Taylor Lounge corridor. The University was awarded a contract to operate one of the first Job Corp programs in Oregon, held at Tongue Point on the Oregon Coast. This exhibit included works by individuals, ages 16 to 22, who enrolled in arts and crafts classes at the training center. Students at the center could take elective courses in ceramics, drawing and painting, woodworking and sculpture, designed to encourage creativity and new skills.[63] Also in 1966, watercolors and oil paintings by Jack Burgner, associate professor of art at the University, were exhibited in the SU Art Gallery. Burgner's work had been extensively exhibited in the Middle West and West.[64] The same year, two exhibits were simultaneously shown in the Gallery that ranged from the new to the old: an exhibit of brass rubbings from memorials in English medieval churches hung on the walls of the Gallery, while an exhibit of contemporary wood sculptures from Jan Zach's elementary sculpture class were displayed on stands throughout the Gallery.[65]

The Pacific Northwest Art Annual, from which purchases for the permanent collection were made, had finished three rotations: the first featured oil paintings, the second featured watercolors, drawings and tempora and the third featured sculpture. In 1964, prints (lithograph, silk screen, etching, etc.) were added to the rotation, and in 1966, photography was added.[66] By the spring of 1966, there were five media areas being rotated. In 1967, crafts were added to the rotation, making six areas.[67]

By 1965, the SU Dance Committee was holding Rock 'n Roll Dances on Friday or Saturday nights in the Ballroom that featured live music and free admission. They also sponsored Coke n' Combos on Wednesday evenings in the Bottom of the Bowl, with live student combos; Bottom of the Bowl dances on Saturday evenings with recorded music; the traditional Hello and Lemon-Orange Squeeze dances; and a computer dance, held in McArthur Court with live music and decorations. Students filled out questionnaires in the weeks prior to the dance and graduate computer majors programmed the questionnaires to match up students for the dance.[68]

The SU Board continued to hold an Open House early each Fall Term to introduce new students to the SU's many programs, facilities and services. Coupon books were given to all new students, providing them free admission to such events as a feature movie, a jam session, a hootenanny, a recorded classics concert, a recorded jazz concert, bowling, billiards, table tennis, and free soft drinks, all held between 6:30 p.m. and midnight.[69] Members of the Student Union Board, Directorate and Recreation Council were always in attendance and acted as hosts for the evening.[70]

The SU Jazz and Classics Committees continued to provide programs of recorded music in their respective listening rooms throughout the early 60s. These programs usually featured the works of a particular artist or musical group or a particular theme. For example, the Classics Committee sponsored a program during one year with the theme "Music—Passport to the World," beginning with a concert using music from all nations, followed by a concert of Russian music, and a concert called "Around the World at Christmas." Another series introduced the "Three Bs"—Beethoven, Bach and Brahms. Both committees also sponsored one or two live concerts per year using local artists or campus groups.[71]

The SU Talent Committee's Friday at 4 program in the Fishbowl was still a very popular event in 1960. By that time the program was held three times per quarter, rather than every week, which made it possible to plan more quality programs.[72] By 1966, the problem of overcrowding in the Fishbowl for this program became a major issue. According to the SU staff Meeting Minutes of March 1966, "this program was originally intended for a campus of 5,000 students. The mob now crowded into the Fishbowl to view the program [was] causing many problems—delays in cleaning, interfering with dinner hour service, accident hazards, etc. Jack Cross agreed to take the problem to the SU Executive Committee and report back to the SU administration."[73] The SU Board discussed the issue at its March 30, 1966 meeting, noting that it was one of the most popular programs sponsored by the student union. They discussed three possible options: to hold the Fridays at 4 program in the Ballroom; hold it in the Dining Room; or hold it outside in the quad areas in front of and behind the building. The Board recommended to the Talent Committee that Friday at 4 be held outside during the spring quarter, using the Dining Room when weather prevented using outside areas.[74]

Sunday Feature Movies were still popular in the early 60s and students were given the opportunity to see such favorites as *Peyton Place*, *The Sun Also Rises*,[75] *The Inn of the Sixth Happiness*, *Gigi*, *From Here to Eternity*, *On the Waterfront*,[76] *The High and the Mighty*, *Giant* and *April in Paris*.[77] In the mid-60s such films as *The Hustler*, *Seven Days in May*, *Bridge on the River Kwai*, *To Catch a Thief*, *Psycho*, *Diary of Anne Frank* and *Americanization of Emily* were shown on the Sunday series.[78] The SU Movie Committee also continued to provide a Wednesday evening Educational Movie Series, showing *Oedipus Rex*, *Helen Keller in Her Story*, *Kon Tiki*,[79] *Mahatma Ghandi*, *The Living Desert*,[80] *The Last Days of Pompeii*, and *The Sea Around Us*,[81] to name a few.

In 1963, the SU Movie Committee began sponsoring the World Around Us film-lecture series. The program provided for five programs per year where nationally known travel lecturers came to campus with their films. During this particular year, the program included *Land of the Rajahs*, by J. Michael Hagopian, *Inside East Germany*, by Robert Cohen, *Spain*, by Dwight Long, *Taiwan Today*, by Margaret Baker, and *South Sea Sojourn*, by Aubert Lavastida. Season tickets were sold to non-University adults

for $3 and University students and faculty for $1.50, with single admissions for $1 and $.50 respectively. This program was particularly popular with the Eugene community, who participated in large numbers.[82]

A Change of Presidents

In the spring of 1960, President O. Meredith Wilson announced that he would be leaving the University of Oregon to become the President of the University of Minnesota beginning July 1, 1960. This came as a major blow to the student union because Wilson had been a real supporter of the union and its program and had a good understanding of union philosophy and what a college union can mean to a campus.[83] Wilson was succeeded by Arthur S. Flemming, who came to the University from the position of Secretary of Health, Education and Welfare in Washington, D.C. Though not realized at the time, Flemming would play a major role in changes in governance in the student union that would forever change the nature of that governance. Additionally, under Flemming, the director of the Student Union began to report to Flemming through Dean of Administration William C. Jones, rather than directly to the University president.

Ad Hoc Advisory Committees

In the 1950s, it was fairly clear that the SU Board was responsible for the program of the student union and that the director of the Student Union was responsible for the operations of the building, including the Food Service, Games Area and the custodial and maintenance services of the union. After Si Ellingson became director of the Student Union, he began to utilize the SU Board in an advisory capacity on issues that were in his area of responsibility. In 1961, Ellingson wrote a memo to the SU Board to clarify each others responsibilities, and described a "grey area" in which the two could overlap. He described the responsibilities of the SU Board as programs of a continuing nature, the presentation of special events and the selection of personnel to implement the first two. Ellingson described the areas of responsibility of the administrative office of the student union as the Food Service, the Games Area, the maintenance staff and the

administrative staff. Then he described those areas where the director asked the Board for advice in the establishment of policies to assist in the day-to-day operation of building. These policies related to the use of public spaces in the building or general use areas of the building. The underlying philosophy of these policies was that the general public areas of the student union would, without exception, remain open to the general public at all times that the building was open and that no program use that would close a public space would be allowed during the academic year. The areas included were the Taylor Lounge, the Food Service areas, the Music Listening Rooms, and the entire block surrounding the student union.[84]

Additionally, Ellingson began to use the SU Board in an advisory role that was not the case prior to his becoming director. He consulted with the SU Board chairman and asked him to assign tasks to some board members, who would then give advice to Ellingson on areas that were exclusively his responsibility. An example was the design for the construction of the first addition to the student union. Ellingson asked the Board chairman and other board members to review the plans for the addition and make recommendations to him.[85]

Ellingson's philosophy of administration was that there would always be a "grey area" between the Board's responsibilities and the director's responsibilities, but he would rather have the overlap and occasional disagreements over who had what responsibility. In his letter to the Board, Ellingson noted that "it would seem to me that such an approach means that while we may occasionally be arguing over who had the authority to do something which was done, we will at least not end up with an argument over who should have done something."[86] He said that he would rather receive criticism for something he had done than for something he had not done.[87]

Statement of Purpose

The Student Union Board held its first retreat in October 1963 at Odell Lake Lodge near Willamette Pass. The purpose of the retreat was to develop a statement of purpose for the Erb Memorial Student Union and the Student Union Board. Members of the SU Board and the SU

Directorate were in attendance and spent a two day weekend crafting the statement. They began with a statement of Union Philosophy as follows:

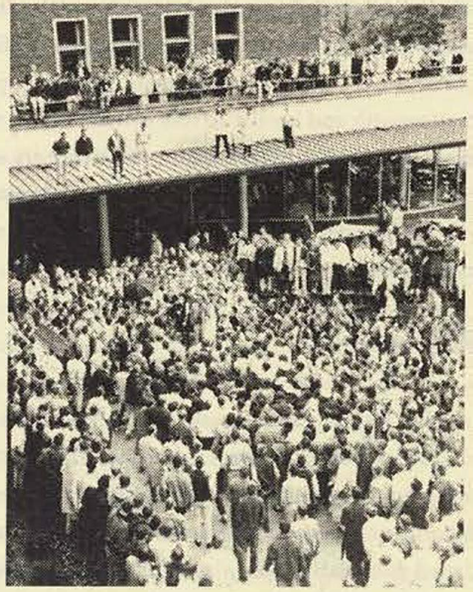
> The Union through its facilities, services, and programs seeks to reinforce democratic principles and ideals. Assuming that the role of the University is to provide opportunity for the total education of as great a proportion of the population as possible, and to encourage knowledgeable, effective, participating citizens; then the role of the union is to continuously provide as varied a program as possible to enhance the academic curriculum of the University in accordance with expressed needs. Given that the University is made up of a polyglot community of people with diverse needs, interests, and fanaticism, the Union and its programs strive to serve as a unifying force within this community. Following its support of the basic tenets of democracy, the Union continually endeavors to provide programs and encouragement for the individual to participate in activities of his interest to develop further interests. The Union shall strive to assist in supplementing and complementing the academic purpose of the University through developing the social, ethical, cultural, physical and intellectual understanding of every individual.[88]

By the end of the retreat, the participants had written a Statement of Purpose for the Erb Memorial Student Union and the Student Union Board, which was subsequently adopted by the Student Union Board at its meeting on October 30, 1963.[89] That statement read:

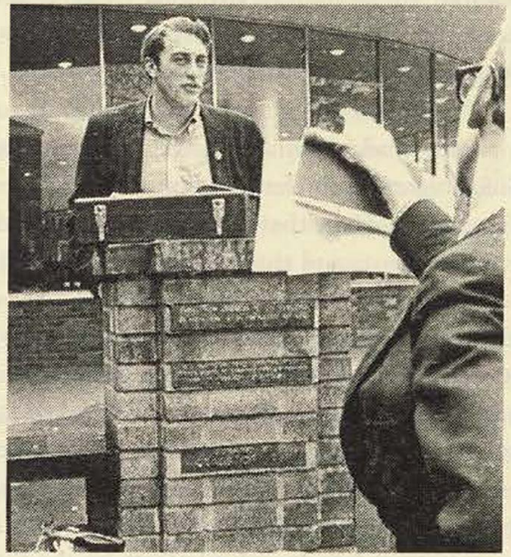
> The Erb Memorial Student Union, as an integral part of the educational program of the University of Oregon, welcomes its designated responsibility as the primary agency for non-classroom education. The Union enthusiastically accepts this responsibility, and, in furtherance of the University's goal of providing for each student the opportunity to achieve his maximum growth intellectually, ethically, physically, and socially, dedicates its personnel and facilities to this purpose. The Erb Memorial Student Union Board, through full and complete utilization of its personnel, both students and staff, facilities, and services, shall provide such programs as shall (a) complement and supplement the disciplines, (b) bring a sense of unity to the educational experience, (c) reinforce democratic principles and ideals, (d) develop a feeling of identification with and loyalty to this University, (e) encourage a personal commitment to participate effectively in society, (f) foster the acquisition of leisure time skills and interests, and (g) offer the opportunity to develop creative talents and encourage an appreciation for the creative arts.[90]

Free Speech Platform

In the fall of 1961, Homer Tomlinson, who proclaimed himself to be the "King of the World," came to the University campus and spoke from the Fishbowl terrace to a crowd on the front lawn of the student union. He was ridiculed and booed by the audience: students threw eggs, lettuce and fruit at him, and generally made a fool of him. President Flemming was greatly disturbed by the behavior of those present and condemned the participating students. A few students responded that since Tomlinson was an uninvited speaker he did not have the right to be heard.[91] According to Keith Richards, writing in *Oregon Quarterly*,"this rationalization of the suppression of free expression on a campus dedicated to unfettered academic inquiry and expression was repugnant to Flemming . . ."[92] Following that incident, and in response to the reaction of the crowd, students and faculty rallied around the idea that the University of Oregon had a long history of freedom of expression, where anyone could speak on the campus, if sponsored by a campus organization or department, and that all were accorded the courtesy of speaking without being interrupted or harassed. As a result of the Tomlinson incident, the Student Union Board erected a temporary wooden free speech platform, originally titled "Oregon Square," on the Fishbowl terrace, and made it available to anyone who wished to speak about any subject. The quote on the front of the platform read "every new opinion at its starting is precisely in a minority one."[93] The idea was patterned after the free speech platforms in Hyde Park in London. Eventually, the Board erected a permanent free speech platform on the Fishbowl terrace. This podium would prove to be very much a part of the activities of the late 60s and early 70s.



24. Homer Tomlinson, "King of the World," in front of the Student Union, c. 1962.



25. Free Speech Platform: ASUO President Dick Jones speaking, c. 1962.

The Gus Hall Event

Though not specifically a program of the student union, it would be remiss not to include the events leading up to and following the appearance on campus of Gus Hall, the general secretary of the American Communist Party, because of the direct involvement of Si Ellingson and other student leaders. In late January 1962, Student Body President Dan Williams received a letter from the Focus Club and Students for Civil Liberties at Reed College, asking if the University of Oregon would be interested in sponsoring a lecture by Hall, who would speak about the Communist Party and the McCarran Act.[94] Williams conferred with Ellingson, Jay Jackson, Student Union Board chairman, and Dave Hill, Student Union Directorate chairman, and the students involved with the SU Forum Committee to see if there was interest in sponsoring such an address and what the complications might be. Ellingson recommended that it would be inappropriate for the ASUO to sponsor such an event and that it would be better for the SU Forum Committee to be the sponsor.

Ellingson, in a letter to Flemming, recommended that the appearance of Gus Hall be allowed, unless it was prohibited by statute or the Administrative Code and gave the following reasons:

> (a) A long tradition of complete freedom in the presentation of views and opinions at the University of Oregon. (b) To Deny on any basis other than legal is to admit that we cannot trust the intelligence of our Student Body. (c) Denial gives the Communists the opportunity to confuse the issue by pleading for free speech and taking others along with them. (I believe that Hall fully expected to be denied college sponsorships and appearances.) (d) I'm convinced that our students and faculty will make short work of Mr. Hall in any question and answer period."[95]

Flemming's initial reaction was that it would not be appropriate for the University or "any instrumentality of the University such as the assemblies and lectures committee or the Student Union forum board" to sponsor such a lecture. He suggested that if Hall did come to the

campus he should be sponsored under the auspices of an organization like the Young Republicans or the Young Democrats.[96]

In the meantime, while various individuals on the University of Oregon campus were discussing whether Hall would be allowed to speak, other universities and colleges throughout Oregon and Washington were having similar discussions. Many gave in to political pressure, particularly from conservative groups and legislators, and denied Hall a platform. Among the most notable were the University of Washington, Central Washington College and Oregon State University. In Oregon, the only state institution other than the University of Oregon to allow Hall to speak was Oregon College of Education in Monmouth, where Roy Lieuellen was the president.

Under considerable pressure from local and state conservative and rightist organizations, President Flemming, in a speech delivered first at a University Faculty meeting and issued later as a press release, indicated he had consulted with the president of the ASUO, the members of the ASUO Cabinet, the administrative officers reporting to the president, the Faculty Advisory Council and the faculty itself to determine what policy had been followed in the past regarding the sponsorship of campus speakers. He concluded that it had always been the policy of the University to allow any faculty or recognized student organization to arrange for the appearance of any speaker the group would wish to hear. Decisions by a faculty or student group to invite a speaker had not been subject to review by any administrative officer or any committee of the University. Flemming said, "I concur in the University's policy. A university by its very nature cannot pay lip service to the concept of freedom of expression and then deny persons with whom it is in sharp disagreement the opportunity of giving expression to their views."[97]

Flemming also made it clear that the "appearance of a person on the campus as a speaker [did] not constitute an endorsement by the University of his past record or views."[98] He noted that a "policy that extended the right of freedom of expression to some persons and denied it to others would put the University in the position of endorsing the past record and views of those who were given permission to speak."[99]

Originally scheduled to speak in McArthur Court, the controversy over Hall's being allowed to speak on campus stirred up so much interest

that the administration felt it more appropriate to hold the event outdoors at Hayward Field in anticipation of a huge crowd.[100] An estimated crowd of 11,000 turned out to hear Hall speak. He was limited to 30 minutes for his talk with a 20 minute question and answer period to follow. The event was conducted without incident, with the students applauding him on his arrival, laughing occasionally, booing once and applauding at the end. The field and bleachers were heavily patrolled by Lane County Sheriff's officers, Eugene police, University security and other personnel. Nine of the Sheriff's officers were mounted on horseback behind the speaker's stand.[101]

Notwithstanding the concerns expressed by local and state officials, including Governor Mark Hatfield, and, as noted in an *Oregon Daily Emerald* editorial, local critics who were "worried that we 'immature college kids' would be completely taken in by Gus Hall's speech and that we would become confused in our conception of Democracy," students proved that they were not taken in by his remarks.[102] There had been some worry that the affair would turn into a riot similar to the Homer Tomlinson visit, but the students "performed to a man in the best tradition of an enlightened student body." The *Emerald* also complimented Associate Professor of Speech Scott Nobles for the masterful job of moderating the event in very difficult circumstances.[103]

Shortly after Hall's visit, the ASUO passed a resolution, sent to President Flemming, which in part said "As a representative body of the Associated Students of the University of Oregon, we, the ASUO Senate, wish to express our profound appreciation for the trust which you and the administration have placed in us during the past few weeks."[104] Their letter of appreciation went on to state "in spite of the regrettable, unenlightened criticism of your position, the students of the University of Oregon hereby express their whole hearted support of the aims and ideals for which you stand as regards higher education."[105]

President Flemming won the nationally prestigious Alexander Meikeljohn Award from the American Association of University Professors for his courageous decision to allow Gus Hall to speak, in defense of free expression.[106] There are some who believe that the award should have been given to Ellingson because Flemming was ready to take the same position as his colleagues at other Western universities until Ellingson

convinced him otherwise. It should also be noted that President Leuellen at Oregon College of Education, who later went on to become the Chancellor of the Oregon State System of Higher Education, took the same position as Flemming.

Wagon Museum

Room 32 in the student union had been turned over to Ivan Collins for permanently displaying his Collection of Wagons in Minature. The specially built cases that had been used to display the exhibit in the Art Gallery in the late 50s were arranged in the room, and the room was officially called the Wagon Museum. Arrangements were made for Collins to staff the Museum for designated hours with the assistance of some student employees. Periodically the collection was moved back to the Art Gallery for special exhibitions. By March 1966, Ellingson was concerned that the lack of space in the student union was becoming critical and he requested the University Space Committee look at the possibility of finding new space for the Wagon Museum. He indicated to the committee that approximately 1,200 square feet of space would be needed to house the collection plus additional wagons as they were built. He also noted that space would be needed for a workshop, storage and a small seminar room.[107] Though nothing came of Ellingson's request at that time, the issue would continue to raised into the later 60s, along with an issue regarding the ultimate ownership of the collection.

Roman Awards Banquet

During spring term of 1959, the SU Board, at the urging of Ellingson, decided to create a theme awards banquet that would be perpetual and be somewhat different from the usual formal sit-down dinner in one of the student union's banquet rooms. Noting that some of the Mid-western universities had banquets that involved Elizabethan costumes, etc., it was determined that the Erb Memorial Student Union Awards Banquet would be a Roman Banquet, complete with scripted program and grand trumpeted entrances of the Board and Directorate members—all in Roman toga costumes.[108] McMillan was always carried into the Ballroom reclining

on a coach carried on the shoulders of four male Directorate members. The Board members reclined on pillows on the stage in the Ballroom, while the guests sat on the floor on foam pillows at tables with lowered legs. The food was appropriate to the occasion, including grape juice as a substitute for wine. During the program outstanding committee members and chairmen were recognized as well as out-going board members and chairmen, and the new Directorate and Board for the coming year were introduced.[109] Roman Banquets were held throughout the 60s at the end of each academic year.

26. Roman Banquet: Student Union Board seated on the Ballroom stage, c. 1964.

Continued Involvement in the Association of College Unions

In the fall of 1960, the student union again put together a traveling art exhibition to tour throughout Region 11 of the Association of College Unions. This time the show consisted of 35 photographic works by students at the University. The best photographs from several photography

classes on campus were selected for the exhibit. From October 1960 through May 1961 the show traveled to the University of Idaho, Montana State University, Washington State University (where 10 works were stolen from the show!), Whitman College, University of Washington, Western Washington College, Portland State College, Oregon State College, University of California at Davis, and the University of California Medical Center in San Francisco.[110]

Ellingson was elected president of the Association of College Unions-International to serve in 1964-65, serving as president-elect and member of the Association's Executive Committee the year prior, and presiding over the annual conference of the Association held in San Francisco in the spring of 1965.[111] The conference was attended by over 700 delegates from colleges and universities from around the world. Ellingson's presidential address to the delegates at the closing banquet was titled "Campus Rebellion—1965—The Instant Mob," and he warned of the activism and issues that were just beginning to be faced by higher education. The Free Speech Movement at the University of California had just begun, the Civil Rights Movement in the south was well under way, and rumblings were beginning about the conflict in Viet Nam. Ellingson suggested that unions should "take a good look ahead and attempt to predict the crises of the future," noting that this would not be an easy task, but stating that "if you are not currently presenting a series of programs in the areas of population explosion and the pollution of the earth, you had better get to work immediately when you get home."[112]

In October 1966, the University of Oregon again hosted the Association of College Unions-International Region 14 Conference. Delegates stayed at the Travel Lodge on Franklin Blvd. and other motels in the area. Ellingson was the keynote speaker for the conference and spoke on the topic "Meeting the Needs of Man."[113] The conference was well attended and appreciated by those in attendance. One delegate wrote "again thank you for your hospitality, smoothly functioning conference, excellent food and the final touch—a conference summary before we left—it was excellent."[114]

Budget and Financial Affairs

The fiscal stability of the student union was fairly constant in the early 60s. For example, the Audit Report for University of Oregon Student Union and Educational Activities Department for 1960-61 showed a total expenditure of $541,046, a total income of $538,851, with an over expenditure of $2,195 and included incidental fee income of $140, 558.[115] In 1961-62, the Audit Report showed a total expenditure of $579,118, a total income of $614,642, with an income over expense of $35,524 and included incidental fee income of $174,849.[116]

In the fall of 1963, students proposed to the University president that the budget proposed by the Student Union and Educational Activities Budget Committee be submitted to the ASUO Senate for their recommendation prior to its going to the University president for approval. This proposal was strongly opposed by Ellingson because he felt that the membership of the Senate was not competent to deal with a budget of the complexity and size of the Student Union and Educational Activities Department's and that they would not be able to devote the time necessary to deal effectively with the budget. Ellingson felt that the existing structure and procedure had provided the University with exceptional programming and had made the U of O "an acknowledged leader in forensics, musical organizations, student publications and union programming."[117] He also thought that the flexibility of the budget would be considerably lessened, long range planning of facilities, services and personnel would be more difficult and that the Department had many University responsibilities not related to student activities per se.[118]

Notwithstanding Ellingson's concerns, the ASUO Senate, with the approval of Student Body President Phil Sherburne, proposed that all budget requests should be heard by the ASUO Senate, following their approval by the SU and Educational Activities Budget Committee, and before being sent to the University president. They also proposed that the make up of the Budget Committee be changed with the membership being composed of Dean Jones as chairman, Dean Donald DuShane, J. O. Lindstrom, the student body president, three ASUO senators, Ellingson as non-voting secretary and the ASUO budget director as a non-voting

member. The Senate also proposed that the Budget Committee hold hearings on all agencies requests, send their recommendations to the ASUO Senate Ways and Means Committee and bring to the entire Senate the items they wished. The Senate's recommendation would then be sent by the ASUO President to the Budget Committee and the University president. Exceptions to this process would be the student union's administrative salaries and the *Oregon Daily Emerald's* budget.[119]

Though these changes were not made immediately, by 1966 they had become the norm, with budgets from the Student Union and Educational Activities Budget Committee going to the ASUO Senate for their review and recommendation.[120]

Building, Operations, and Policy Issues

The Barbershop lease with Ted Reams was up for renewal in 1962 and after negotiations was renewed for a minimum rental of $1,500 per year or 10% of gross sales, whichever was greater and with no maximum rental fee (a change from the prior lease that had a maximum).[121]

Following cancellation of Ream's lease in 1964, the barbershop was leased to Robert Henderling of Eugene for $125 per month or 10% of gross whichever was greater.[122] When he relinquished the lease in order to take a position in another business,[123] the shop was leased to Dennis Gillett, one of the other barbers in the shop. His lease began in September 1965 and was later extended through the 1966-67 school year.[124]

The U. S. Post Office continued to lease space for a postal sub-station in the student union throughout the early 60s, and as early as 1960, Ellingson raised the concern that they were still only paying $2,500 for a large square footage.[125] Responding to a memo from Ellingson, the University Business Manager J. O. Lindstrom said, "We all know the post office is paying too little rent but this is because we hope that they will move out."[126] By 1965, the Post Office was still paying only $2,500 for their space and Ellingson again raised the issue with Lindstrom, stating that the terms of the lease had not changed for 15 years and that other rentals in the building had increased to cover the student union's increased costs of operation.[127] Nothing changed, and in January 1966, the Post Office lease was extended for two years, plus two one year extensions, for a total of four years.[128]

In July 1962, the Student Union and Educational Activities Budget Committee approved an appropriation of funds from the Student Building Fee Reserves for a number of building alterations and small additions in the Games Area. This included: $780 for changes in the pin repair area; $790 for alterations to the Games Area desk; $2,900 for acoustical and lighting changes in the existing bowling alleys; and $2,500 for new ball return and score units for the existing alleys. These expenditures were justified because of the installation of eight new lanes in the up coming building addition and the need to bring the existing lanes to a similar quality.[129] Later, the source of funding was changed to the capital improvement funds in the student union budget.[130] Later in 1962, the Budget Committee approved funds in the amount of $1,663 to purchase three additional billiard tables with the understanding that they would pay for themselves in a year.[131]

The Student Union Board's request to the Student Union and Educational Activities Budget to appropriate $500 for a campus map and building directory in the lobby of the student union was approved in March 1963, with the funding to come from the Student Union Gift Trust Fund.[132] At the request of Robert Bowlin, acting registrar, the student union agreed to place a student locator file in the Lobby of the union in 1965. The registrar was to provide the cards (one card for each student to be filed in trays with rods through the cards installed in a special table) and the union would maintain the files.[133] Also in 1965, the Student Union Board decided to place a rack in the lobby for the distribution of printed materials. All materials would be required to have a statement of origin on the material, and the Scheduling Office was to be responsible for checking the rack on a daily basis. The Board was scheduled to review these policies from time to time, subject to use and abuse.[134]

Several new or revised building use policies were enacted in the early and mid-60s. For example, Ellingson announced to the SU Board that beginning spring term 1961, the student union would begin issuing guest cards to all persons age 18 or younger who were not University students or guests on campus. The cards would carry instructions as to areas in the building they could use, like the Games Area, and a letter

was to be sent to their parents when the card was issued. He hoped that this action would curb some of the malicious mischief in the building by persons under 18 who were not University students.[135]

Dr. Frederic Littman, Psychology Department, raised the issue with President Flemming of using space in the student union for scheduling regular University classes. After consulting with Littman and Cliff Constance, the University register, Dean of the College of Liberal Arts Robert D. Clark informed Flemming that he was very much opposed to such a move, noting in the days ahead the University would be using its facilities so completely that no flexibility for handling irregular events would be available. He felt that the freedom of space in the union would be even more important to preserve. He also noted that other arrangements had been made for Dr. Littman's classes.[136] This affirmed the long standing practice of not allowing regular University classes to schedule space in the student union.

Beer in the Union

Formally, for the first time, the issue of whether or not beer should be served in the student union was raised at a regular Student Union Staff Meeting in December 1961. A motion was proposed that "beer be made available for sale in the student union." The motion was ruled out of order by the director of the Student Union![137] However, at a similar staff meeting in September 1962, a motion was made and passed to encourage student lobbying in the Legislative Session for a bill to decrease the drinking age in Oregon from 21 to 18. The individual [Jack Cross] proposing this motion felt that it could lead to inclusion of beer service in the student union, bringing Oregon in line with some other student unions and perhaps significantly lessening drinking problems that were often publicized about the Oregon campus.[138]

In February 1964, James Morton wrote to President Flemming inquiring about the possibility of obtaining a license that would permit the sale of beer in the student union, indicating that he thought that the new Code of Student Conduct would support such a position.[139] Flemming responded by informing Morton that the code, as approved by the faculty of the University, did not support the sale of beer in the student union.

He quoted the code as not permitting "possession, consumption, or furnishing of alcoholic beverages on University owned or controlled property (except in living quarters of married students), in University related housing of single students, or at University sponsored or supervised functions."[140] Flemming went on to review the history of the University's support for the "dry zone" imposed by the Oregon Liquor Control Commission in 1951. In 1954, in a letter to the Eugene City Council, President O. Meredith Wilson reaffirmed the University's opposition to any changes in the "dry zone," and Flemming reminded Morton that he had announced at a press conference that he too opposed any change to the "dry zone." He concluded by stating, "These are my views today. Insobriety on a campus interferes with the attainment of educational objectives of both those who lose control of themselves and those with whom they come in contact. The University should not take any action that would even appear to encourage the development of such conditions."[141]

Thus ended, for the time being, a push to allow the sale of alcoholic beverages in the student union or elsewhere on the campus.

Mentoring Future Union Professionals

The early to late-60s was an era when both Si Ellingson and Adell McMillan encouraged students in leadership positions at the University to give serious consideration to careers as professionals in the college union field, student activities and other areas of student affairs. As a result, for several years there were more new young professionals entering these fields from the University of Oregon than any other university in the country. To name several, Betsy Woods, Sandra Wiscarson, Jo Narreto, Patrick Wiley, David Rianda, Mark Stephens, Lee Schuster, Bert Teh, Wayne Quinn, Paul Moore, Jack Cross, Cliff Holt, Mary Alden, Dan Williams, Chris Karp, Bruce Mason, and Gary Grimm. Most began their careers as program directors, recreation or outdoor program directors or assistant directors. Several went on to eventually become union directors, including Cross at the University of Hawaii, Holt at the University of New Mexico, Williams at Stanford, Karp at Ithaca College and Western Washington, Moore at the University of Southern California and Teh at the University of Nevada-Las Vegas.

Staffing Changes

By 1960, Lou Bellisimo, Games Area manager, was teaching as many as seven bowling classes per quarter for the School of Health, Physical Education and Recreation. In return for these services the School payed the student union $30 per class for Bellisimo's services. Ellingson suggested to the Dean Arthur Esslinger, School of Health, Physical Education and Recreation, that if this arrangement was to continue it might be fairer for the School to put him on their payroll directly, either splitting his civil service time with his teaching time or granting him the rank of instructor or some special rank. Ellingson knew that there would be some difficulty in this instance, because Bellisimo did not have more than an 8th grade education, but he felt that his teaching abilities warranted consideration.[142] Esslinger did not approve this proposal, and Ellingson raised the issue again in spring 1964. In conferring with President Flemming about the matter, Ellingson noted that a new element had been added as Bellisimo's textbook on bowling had been accepted for publication by Prentice Hall. Bellisimo's book would be the only definitive and acceptable text on the subject in the United States for use by bowling instructors, beginning in school year 1964-65. He recommended to Flemming that Bellisimo be given the rank of senior instructor with indefinite tenure, stating that he would be willing to continue him on the student union payroll since Dean Esslinger was reluctant to put him on the P. E. School payroll because of his lack of high school or college degrees.[143] For school year 1965-66, Bellisimo was given a notice of appointment as a senior instructor with indefinite tenure in Physical Education, in the School of Health, Physical Education and Recreation—a nine month appointment at an annual salary of $5,500.[144] In order to assist Bellisimo in his responsibilities in the Games Area and with his teaching responsibilities, a student employee was hired to fill the duties of Games Area Manager, e.g. Pat Wiley was hired for school year 1964-65, at a wage of $140.00 per month.[145]

During the early 60s, the student union began using Graduate Assistants as night managers in the union, a staffing technique that would last into the 90s.

In the fall 1960, Kenneth Metzler was hired as a new faculty member in the Student Union and Educational Activities department, with the rank of instructor and the title assistant director for student publications.[146] Since all student publications were still a part of the Student Union and Educational Activities budget, a person who would report to Ellingson and relieve him of some of the associated responsibilities was of considerable assistance. In 1962, Metzler's title was changed to director of student publications.[147]

In 1963, Ellingson wished to hire Jack Cross as his assistant director. Cross, an Australian citizen, was in the United State on a student visa as a graduate student in Physical Education, and had been a SU night manager for several years. In order for Cross to be hired as the assistant director—a full time position with faculty rank—Ellingson had to seek the permission of the U.S. Immigration/Naturalization Service. Permission was received which meant that Cross was "placed on a preferred list for immigrant classification and [would] be classified immigrant as soon as an opening occurred." Ellingson, in a letter to Dean Jones, stated, "I am very pleased with this result since we have, in Mr. Cross, a man as well qualified as any in the United States in the area of outdoor education, camp administration, etc."[148]

During school year 1964-65, Ellingson wrote a proposal to establish an additional staff member in the programming area of the student union. He felt that the student union's programming in the areas of discussion, dialogue, forum and non-academic seminars needed to be expanded. In particular, he felt it needed to address issues that predicted the crises of future years, that encouraged a meaningful dialogue among students, faculty and alumni, and that focused particularly on the goals and procedures of the University. He said, "Programs which explore the chronic problems of our society before they become acute are needed so that our graduates will be ready and able to assume leadership in their communities when the crucial point is reached."[149] Areas in which he felt that programs should be developed were pollution of the earth, population control, the meanings of the democratic process, the increasing crime rate, and the problem of personal non-involvement.[150] A second area of programming he felt needed attention was the increasing sophistication of the student body and their desire to be "involved in the many processes [of the University], which we have viewed as the prerogative of administration; inevitabley they will demand involvement in areas which have been viewed as solely within the domain of the

teaching faculty."[151] In May 1965, Ellingson requested and received approval to hire an additional professional staff member at a salary of $7,500. The primary responsibilities were in the area of social/political programming, forum programs and staff assignment to certain ASUO agencies when required.[152] Eddie Reyes, a native of the Phillipines, was ultimately hired to fill this position.

As a part of the proposal for adding an additional professional staff member, Ellingson also proposed a slightly altered organizational structure for the program areas of the student union. He proposed that the new staff member would have the responsibilities as outline above, including working with such established ASUO programs as the International Education Center, the Migrant Labor Project, USNSA, and the Committee on Higher Education. The new staff member would also be responsible for researching the best methods of programming, new programs needed, etc. Adell McMillan, program director, would be responsible for all cultural and social programming, including the areas of movies, dance and the arts, and she would continue as the concert manager for the campus, involved with EUCMA, the Little Concert Series and all special attractions. She would also continue to work with the Executive Committee of the SU Board and instruct the seminar in Group Dynamics. Jack Cross, assistant director, would continue to function as the second general administrator in the department and would also be responsible for the recreation program, including the various competitive teams, all outdoor clubs and the class activities, e.g. Homecoming, Junior Weekend, Dads Day and Canoe Fete. Burton Benson, who had replaced Ken Metzler as director of student publications, would continue to advise the Student Publications Board and also advise all other publicity and promotion committees of student activities.[153] Upon the hiring of the a new staff person, these changes were made.

The responsibilities of the Reservations Secretary Dorine Duval had so increased by 1963 that Ellingson proposed to President Flemming that an assistant be hired for this area, and that the salary be picked up by the University, rather than paying it from student fees. This assistance was necessary because President Newburn had, in 1950, assigned the responsibility for maintaining the master calendar for scheduling and reserving all rooms, except for academic classes, to the student union, and the number of programs, conferences and student activities presented

by the University had increased substantially.[154] Nothing was done about this problem until Ellingson again raised the issue with Flemming in 1965. After discussing it with the Student Union and Educational Activities Budget Committee, Ellingson was instructed to hire an assistant to the scheduling officer (reservations secretary) and to assume that the University would provide the funds for the salary.[155]

Giving a new dimension to student employment in the student union, Cross informed Ellingson in August 1964 that he had approved the student union's participation in a student/teacher learning experience conducted by the College of Education under the leadership of Professor Matoon and Mary Simmons of Willamette High School. Five mentally retarded students were involved in working from noon to 1:30 p.m. for several weeks in July and August, cleaning tables and doorknobs, descaling walls and learning to punch a time clock, etc. Cross had received authority from the University Personnel Director Jack Steward to pay them $.50 per hour. He noted that "the people involved in this special program were most appreciative that we were able to cooperate by providing a work situation, and custodial supervisor's and worker's cooperation, patience and instruction." Simmons requested that the program continue during the fall quarter with one or two students.[156] Participating in this program was the beginning of a continual commitment by the union to provide employment training opportunities to physically and mentally disabled young people in the Eugene community.

Need for Additional Space

It had become apparent as early as the late 50s that, with the increasing enrollment and use of the student union, more space would be needed. These needs were partially filled by the construction of the first addition to the student union, which opened in 1963.

CHAPTER VIII

SU FIRST ADDITION AND FUTURE PLANNING

Building Expansion Committee

Andrew Berwick, SU Board chairman, appointed a Building Expansion Committee in April 1955, which was chaired by A. L. "Si" Ellingson, director of the SU. The members of the committee were Bob Schooling, Sally Ryan, Jack Socolofsky, Bud Hinkson, Gordon Rice, Don Peck, Sam Vehey, Lucia Knepper, Dave Lobb, H. P. Barnhart, Lou Bellisimo, Robert Smith, J. O. Lindstrom and Les Anderson. The charge to the committee was to consider enlarging the Ballroom, Fishbowl and meeting room areas.[1]

Following extended meetings of the Expansion Committee, Ellingson wrote to President Wilson in July 1956 requesting permission to hire George Wallmann of the architectural firm of Lawrence, Tucker and Wallmann to study the need for additional facilities in the student union building. Areas to be studied were: remodeling the present Alumni Offices on the Mezzanine for possible use as a faculty club or additional offices and meeting rooms; possible expansion to the east of the 110 series of meeting rooms on the first floor for a cafeteria and dining room; relocation of the current dishwashing operation in the kitchen; remodel of Room 11 in the basement for a coffee shop/ cabaret style dance area; and remodel of Room 110A as an additional meeting room on the 1st floor near the cafeteria.[2]

The Final Plan for the Addition

The final planning for the first addition to the SU began in early 1959, with the understanding that $440,000 was the amount earmarked in the University's building program and that the basic program would include additional dining space, an expanded cafeteria and meeting rooms. In addition to this planning, the architects were asked to study what the ultimate union building would entail. The University wished to be assured that this first addition would fit into an over-all plan for the building so as to preclude the need for future remodeling.[3]

In a letter to Lawrence, Tucker and Wallmann in January 1959, Ellingson sent the specifications for the addition's facilities. He indicated the desire to have a dining room that could seat 250 in open space dining and six meeting rooms that could seat a minimum of 25 each. These would be on the first floor. He suggested that the cafeteria line duplicate the present line with the addition of a tiered dessert and salad bar, reverse coffee urns for self service and a two foot space for the cashier. Ellingson also stated that they wanted a 2nd floor banquet and meeting room that could accommodate 250 for dining or 400 for lectures. He also requested that the architects take a look at basement excavation for a new Post Office, including a 400 square foot locker room, restroom and 3,000 square feet of work space, which was considerably more space than the Post Office currently occupied. Additionally, he asked them to explore the possibility of a restroom on the first floor.[4]

The architects were urged to finish their work as quickly as possible, because the University hoped to begin construction on the addition to the SU by June 15, 1959.[5]

In the meantime, Ellingson was also providing the architects with ideas about future needs beyond the first addition to meet the needs of the University in the foreseeable future. He sent them ideas about what those needs would be: two additional conference rooms, one for 450-500 and one for 250-300 in audience style seating; an additional 12 small meeting rooms for up to 25 persons in conference style seating; an

expanded ballroom that would seat 1,200 for dining; an auditorium, seating at least 3,000; more space for the Alumni Office; more dining space in the SU, which could be accommodated with the plans for the first addition; an additional six bowling lanes; photography dark rooms; more space for student offices; and a facility that could be turned into a nursery.[6]

Ellingson also noted that in addition to the current plan to expand to the southeast, future expansions could either expand to the south, going out over the loading dock area and into the parking lot and quad between the SU and the Physical Education Building, or to the east, across Onyx Street, into the quad between the SU and Carson Hall.[7]

Regarding the first addition, Lawrence, Tucker and Wallmann confirmed their receipt of Ellingson's outline of the basic considerations. In addition to their former designs, it was their understanding that the Post Office was to be converted to Alumni Offices, a barbershop was to be provided in the new addition, that though no new recreation facilities were anticipated, at least six additional bowling lanes would be needed in the future, probably in the area currently used for billiards and the barbershop, and that space combined with the former table tennis area would be used for a coffee bar area.[8]

In the meantime, the University had included not only the first addition to the SU on the University of Oregon Ten Year Building Program 1961-1971, but had included two further additions to the SU: a second addition in the 1963-65 biennium of 40,000 square feet to be completed by 1965 at a cost of $1,000,000 and a third addition of 40,000 square feet in the 1967-69 biennium at a cost of $1,000,000 to be completed in 1969.[9]

Final Plan Approval Delayed

By summer 1959, the University was ready to get final approval from the State Board of Higher Education on the plans for the first addition to the SU. Ellingson traveled to Ashland in July 1959 to appear before the State Board. While in Ashland, he received a call from the University telling him that the money for the addition had been taken away because it was needed to apply against the reserve for dormitory construction. So, there sat Ellingson with beautiful plans for the expansion of the Erb Memorial Student Union, but with not much hope for the immediate future.[10]

Discussions about the addition to the SU did not begin again until the 1960-61 school year. In the meantime, the architectural firm of Lawrence, Tucker and Wallmann had gone out of existence, and H. Abbott Lawrence had affiliated with the firm of Church, Newberry, Roehr and Schuette, Architects, in Portland.[11] That firm re-studied the issue of whether the addition to the SU should take place on the east or the west side of the building. They compared such things as aesthetics, availability of space, demolition required, issues related to the main lobby and the Food Services, bowling and the Games Area, and possible future expansion of the building. Basing their judgement on the disposition of circulation, utilities and location of elements within the building, they felt the east addition provided the soundest answers from the standpoint of aesthetic, functional and economical considerations.[12]

New Set of Final Plans

The Campus Planning Committee approved the new plans for the addition to the SU at their February 14, 1961 meeting. At their February 27, 1961 meeting, they approved the request from the architects to extend the east wall of building two feet further east, bringing the building within 11 ½ ft. of the sidewalk along Onyx Street. They expressed the opinion that eventually Onyx Street would be closed and the sidewalk moved to the street edge.[13]

At its March 14, 1961 meeting, the State Board of Higher Education approved a recommendation from Acting President William C. Jones that the Board approve the specifications and preliminary plans for the first addition to the student union building at the University of Oregon. At the same meeting the Board approved assignment of the architectural contract from the now defunct firm of Lawrence, Tucker and Wallmann, to H. Abbott Lawrence and the firm of Church, Newberry, Roehr and Schuette. The program for the addition contemplated completely finishing the first and basement floors of the addition, including the eight bowling alleys, with a construction budget of $535,000. Because this amount was in excess of the amount earmarked for the addition in the Oregon State Board of Higher Education 1961 bond issue, it was understood by the University that

they would need to reduce other projects to make up for the overage of $23,000. The tentative schedule, approved by the Board, was to approve final plans and specifications and authorize construction bids at their September 12, 1961, meeting.[14]

In working on the plans for the addition, Lawrence notified the University that, based on its requirements, he had adjusted the plans for the basement and the first floor to accomplish greater emphasis on a cafeteria food service area that could be used alternatively for conference and assembly uses. He indicated that he had opened up the south wall of the dining room for greater light availability and a more pleasant atmosphere. In the basement, a new exit to the northeast had been added in case the new barber shop needed to be cut off from the rest of the building during vacation periods. Related to the new bowling alleys, Lawrence noted that he was reasonably sure that there was enough clearance over the 14th Street utility tunnel so that underfloor ball returns could be specified.[15]

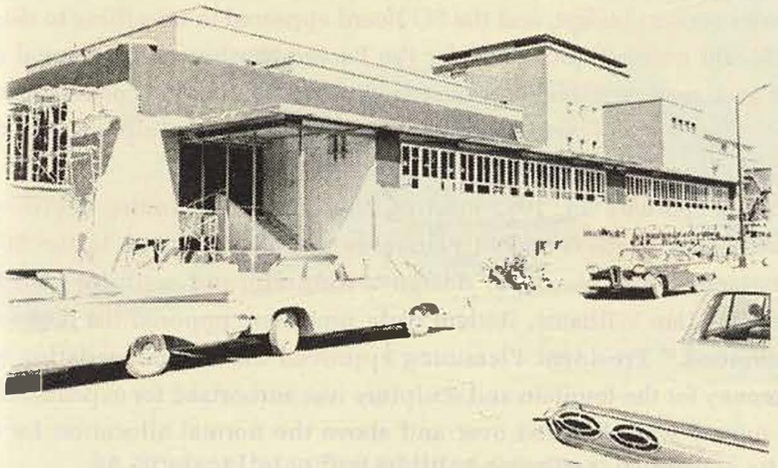
The original budget for the project did not include funds for the $66,400 cost of automatic pin setters for the eight new bowling alleys and it was suggested that an arrangement could be made to lease the setters with an option to purchase at a later date.[16] However, in May 1961, the University requested that the State Board approve a revised budget for the project to include the cost of automatic pin setters purchased as a part of the project.[17] The State Board, at its June 14 meeting, approved a revised budget of $600,000, which included the pin setters and stipulated that the additional cost would be covered by general obligation bonds sold earlier that year.[18]

In October 1961, the University requested approval from the State Board of Higher Education of the final plans for the first addition to the SU and indicated that the plans for the addition were essentially the same as those already approved by the Board in June, with the exception that the cafeteria serving line had been relocated to the existing building rather than the addition. The request also noted that the budget for construction had increased by $85,000 and that President Flemming recommended that the allocation from the 1961 bond issue for self-supporting activities be increased from $600,000 to $685,000.[19]

The final plans for the addition called for new construction of 21,670 square feet and 5,600 square feet of alterations to the original building. The plans included: more than double the dining space and meeting rooms available for cafeteria luncheon meetings; increasing the soda bar/grill seating by one-half; doubling the number of bowling alleys; providing a barbershop located more conveniently and economically for the operator; and providing a greatly expanded sales space for the Main Desk. The construction of the addition meant the elimination of small Main Desk in the lobby, and the conversion of the first floor lobby Checkroom into a new Main Desk.[20]

Specifications and Construction Bids

Following approval of the revised budget, the State Board of Higher Education advertised for sealed bids for construction of the first addition to the Erb Memorial Student Union, with bids to be opened on November 28, 1961.[21] The low bidder was Vik Construction of Eugene, with a base construction bid of $319,672.[22] President Flemming recommended acceptance of the low bid, noting that it was $85,000 less than the amount approved by the State Board in October.[23]



27. Student Union first addition under construction, c. 1962.

Air Conditioning

At the same time that the final planning was going on for the SU addition, the University was studying the air conditioning needs of the campus, including the original SU and the first addition.[24] Bid as a separate project in early 1962, the University was authorized a budget not to exceed $105,000, exclusive of architects and engineering fees, for air conditioning in the SU. When making this request of the State Board, President Flemming reminded them that the construction bids for the addition had come in $85,000 under budget.[25] The air conditioning was bid separately from the first addition construction bid.[26]

Art Commission

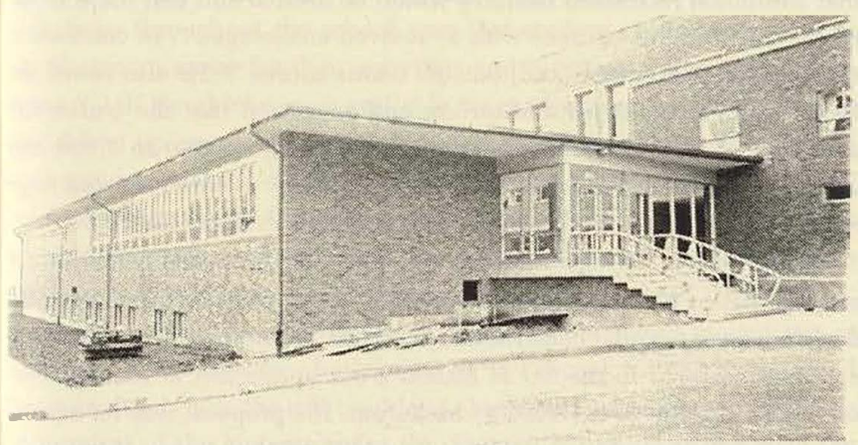
One of the features of the first addition to the SU was an interior courtyard. It was decided that Tom Hardy, noted Portland sculptor, should be commissioned to design a fountain and sculpture as a main feature in the courtyard. In July 1961, Abbott Lawrence and George Wallmann, architects, and I. I. Wright, superintendent of the Physical Plant, agreed that it would be wise to have this feature designed in coordination with the design of the courtyard. The materials for the sculpture and fountain were budgeted in the construction budget, and the SU Board appeared to be willing to devote the $2,500 normally budgeted for the Pacific Northwest Art Annual and $500 from general operations, in order to provide a $3,000 commission for Hardy. The 1962-63 Art Annual was to be devoted to sculpture, and this seemed an appropriate use of those monies.[27]

At its February 26, 1962 meeting, the Budget Committee approved a recommendation to President Flemming to allocate $3,000 to the SU to commission Tom Hardy to design a fountain and sculpture for the courtyard. Dan Williams, student body president, opposed the motion to recommend.[28] President Flemming approved the recommendation and the money for the fountain and sculpture was authorized for expenditure.[29] The money was allocated over and above the normal allocation for the Pacific Northwest Art Annual.

First Addition Completion and Opening

As originally scheduled, the addition to the SU would open by mid-August 1962, ready for the beginning of the 1962-63 school year. Equipment purchase decisions, including tables for the dining room, kitchen equipment, etc. were made early in 1962. The fabric draperies for the windows at the south end of the dining room were designed in gold fabric with repeating hand screened green stylized U of O seals. Additionally, a decision was needed about the possible closing of Onyx between 14th and 15th, with deliveries to the SU being made from University Street.[30] It was finally determined that closing Onyx would be detrimental to SU operations and that the previous drive could be re-opened by making a narrower side walk.[31]

But, as construction schedules usually proceed, the new cafeteria and dining room did not open until November 20, 1962! The Food Service operating times were lunch from 11:30 a.m. to 12:30 p.m. and dinner from 5:30 p.m. to 6:15 p.m. It was also announced that every effort would be made to have the new area be a self-bussing area.[32]



28. Student Union first addition exterior, c. 1962.

Additional Space Needs and Future Planning Efforts

As early as 1958, Ellingson provided the University administration with his thoughts on future space and expansion needs of the SU. He felt confident that the next major expansion of the building would be of the second floor in order to provide more rooms for conferences, meetings, conventions, etc. He speculated that such an expansion could move in one of two directions or both: directly south above the loading zone, including the parking lot to the south, or expansion above the [then] proposed first addition. Ellingson noted that the reason for this proposed second expansion was the increasing use of the third floor by students and student organizations to the point that the SU, within the next few years, would find it necessary to convert the three third floor meeting rooms to student office use. It was also his opinion that this second expansion would be the last to the original building, because adding anything more would destroy the aesthetic appeal and the general functioning of the building.[33]

At the same time that Ellingson was suggesting possible future space needs for the SU, he also recommended to the University administration that additional recreation facilities would be needed and that these might be provided on the Millrace with a "revived anchorage . . . in connection with a small golf course [and] outside tennis courts."[34] He also raised the issue of the need for an auditorium and suggested that the University and the City of Eugene should consider building a 2,500 to 3,000 seat auditorium near the campus. He noted that many events were too large for the SU Ballroom or they did not fit well in McArthur Court.[35]

In May 1962, Ellingson sent a very detailed proposed schedule for self-liquidating projects to the University administration in which he noted that the current capital construction schedule for the University included a second addition to the SU of 80,000 gross square feet at an estimated cost of $2,000,000 in the 1965-67 biennium. His proposal was for several alternatives that might or might not be additions to the current building. Alternative # 1 was for a 62,500 square foot auditorium of 2,500 seats at an estimated cost of $2,000,000. Alternative # 2 was for a conference center of 38,200 square feet, which included an auditorium of 1,200 seats, with meeting rooms, dining facilities, etc.; additional dining space of

5,300 square feet; office and administrative space of 3,090 square feet, including a publications director's office, an assistant director's office, a program assistant's office, an arts and crafts director's office, a mimeograph and linotype room, a night manager's apartment, ASUO standing committee space and SU Board standing committee space; 12,580 square feet of indoor program space, including a general crafts shop, darkrooms, a silk screen room, storage, periodical room/lounge, graduate student lounge/library and a table game room; an outdoor program space, including an administrative building with storage and headquarters of outing groups; and an off-campus camp of 16,050 square feet of space, including a dining room, kitchen, lounge, health room, manager's apartment, sleeping areas and showers and restrooms. This second alternative also amounted to 80,000 square feet at a cost of $2,000,000. Parts of Alternative # 2 might be built as part of the SU, and others could be separate facilities.[36]

In January 1963, Ellingson proposed the possibility of a satellite facility and suggested that it would be appropriate to use Hendricks Hall, across University Street from the SU, as an extension of the union. He documented the need for additional space for student activities with a concern that the University was sponsoring so many conferences and workshops throughout the school year that student groups often had to use classroom space for their activities and meetings, rather than space in the SU. If Hendricks were available for conferences and workshops, it would free up space in the union and a standard conference fee could be charged to make it a largely self-supporting operation.[37] Since the SU had long outgrown its dining space and Hendricks already had a kitchen, it would be an economical use space, without the need for an extensive remodel.[38] These suggestions were not immediately acted upon.

In 1964, when the University Cooperative Bookstore moved out of Chapman Hall to their new building at 13th & Kincaid, Ellingson attempted to acquire funds from the self-liquidating building budget (student building fee monies) of the University for the 1965-67 biennium to renovate the Chapman space for a satellite operation of the SU. When that request was unsuccessful, he considered using the SU's own operating reserves for that purpose, affording an excellent opportunity to determine whether such decentralized facilities were the answer to the overcrowding

problems of the union.[39] However other University uses for the Chapman Hall space took precedence over this proposal.

In February 1965, Ellingson appointed a Committee on the Future to plan for the future needs of the union. Chaired by Dean Donald DuShane, dean of students and ex-officio member of the SU Board, the Committee discussed such issues as: decentralization and the question of "when does concentration of people get to be so great that the purpose and function of the union as a program center is jeopardized?;" whether or not the University needed a conference center and whether it should be a part of the union administration; the need for additional recreational facilities, in particular for women; and whether there should be a separate building for intramural programs and should such a facility be connected to the union. The committee also discussed whether or not the program of the SU was meeting the needs of the current student body and whether or not students needed and wanted a deeper involvement in the operation of the University as an institution.[40] At a later meeting of the Committee on the Future, Ellingson also raised questions about the need for additional outdoor recreation space for "healthy physical activity," and whether or not student centers would be needed in married student housing areas and, if so, what facilities, space, program and staff would be needed.[41]

Other questions that were studied by the Committee on the Future covered such topics as: what should the University provide in the way of study space; what additional program space was needed in the future; would the proposed student activities center in the residence hall complex materially affect the role of the SU; and were there changes in the administrative structure of the SU or of the SU Board that would be necessary in the future.[42] Though the work of this committee would not result in an immediate plan or plans for new facilities or building additions/renovations, its work served as the beginning point for discussions which would take place in preparation for the next phase of union construction/additions in the late 60s and early 70s.

In response to an August 1965 request from John Lallas, director of institutional planning, Ellingson, using the results of the work of the Committee on the Future, enumerated seven specific on-campus needs that could be met by separate facilities, expansion of the union, or in a satellite union operation. Those seven were: 1) a Sport Shop that would serve as the headquarters for individuals and groups involved in outdoor

activities and that included equipment repair services, rental equipment and with storage space for personnel items; 2) activity spaces that could be used on "the spur of the moment" like an Arts and Crafts Shop, photo dark rooms and hobby space, and that would also serve as the headquarters for an instructor or advisor in these types of activities; 3) additional physical activity space that would include a new swimming pool, additional tennis courts, a driving range and putting green, a rifle and pistol range, an archery range and handball courts, small gymnasia, squash courts, etc.; 4) cultural activity space, including more art gallery space, an auditorium, etc.; 5) additional organizational space, including offices for special interest and political groups, not just for incidental fee funded organizations; 6) an international lounge or center; and 7) the need for additional space for table service dining, an adequate Faculty Club, a duplicating center, a travel bureau, an automobile service station in connection with a parking lot, and a chapel or meditation room.[43]

Ellingson recommended that the Sport Shop and the "spur of the moment" space be included in the 1967-69 biennial construction period, the co-recreation facility and the outdoor activity space in the1969-71 biennial construction period, and that items four through seven of his listed recommendations would probably entail a major addition to the SU.[44]

29. Si Ellingson with Dining Room in the background, c. 1965.

Interior Courtyard Dedication

Following a suggestion made by Ellingson, the Student Union Board requested permission of the University president to name the new courtyard in the first addition to the SU in honor of William C. Jones, dean of administration.[45] It was the feeling of the Board that Jones had always been a friend and an advocate for the union, and that it was appropriate to honor him in this way. Permission was granted and the dedication ceremony took place on November 24, 1963.[46] and a plaque stating "The Erb Memorial Student Union Board elects to life membership Dean William C. Jones in acknowledgment of our deep affection and as an expression of our gratitude for his understanding and service, May 12, 1963." was mounted on the west wall of the courtyard, commemorating the event.

CHAPTER IX

A TIME OF TURMOIL AND CHANGE—THE LATE 60s—THE EARLY 70s

The Context

In order to understand the issues and changes that faced the SU during the late 60s and the early 70s, it is necessary to understand what was happening in higher education institutions across the country.

Beginning with the 1965 free speech demonstrations at the University of California at Berkeley, "student unrest" became the buzz words of the decade. Student unrest during this period of time focused on three different movements that simultaneously were ripe for student involvement:[1] the anti-Vietnam war movement; the student power movement; and the civil rights movement, in particular the Black power movement. All of these were active at the University of Oregon. As noted by Jan Carlson in his chapter on the 60s in *College Unions Seventy-five Years*, "The anti-war movement intensified during the '60s as American involvement in Southeast Asia escalated,"[2] and student organizations adopted the tactics of the civil rights movement, with teach-ins, sit-ins and building takeovers that spoke loud and clear about a war that students felt was immoral.[3] The student power movement came about because of an increased desire by students to be much more involved than in the past in the decision making of the institution.[4] The Black power movement grew out of the "urban unrest

among the black population that culminated in major conflagrations in American cities."[5] According to Carlson:

> The 1960s began in a mood of optimism but ended with a nation torn apart by racial disorder and anti-war protestations. The decade was marked by the murders of a president, his brother, and a civil rights leader. The trauma was manifest in every segment of American society.[6]

Additionally, many students felt alienated from society and in particular from institutions of higher education. Carlson went on to say:

> A strong youth counterculture emerged during the '60s which manifested itself in dress, custom, and refusal to become a part of the fabric of society. Experimentation with drugs also characterized the hippie scene.[7]

Carlson finished by stating:

> The college union had become a center for campus protest. Issues related to civil rights, student power, and the anti-war movement threatened the concept of union. Staff and leaders of the college union field attempted to deal with a new student militancy on campus. The shock of the student protest movements led to disagreements about ways the staff should encourage students to be active without disrupting the normal operations of the union.[8]

All of these conflicting influences—student power, Black power, anti-war activities, the counterculture and experimentation with drugs—were manifest at the University of Oregon and all had lasting effects on the staffing, governance and programs of the Erb Memorial Student Union.

Changes in Staffing and Staff Responsibilities

The year 1966 brought considerable change to the staffing of the SU. In April, Si Ellingson announced his resignation as director of the SU to become the Director of the University's Office of Development, effective May 1, 1966. By this time, Ellingson had been the director of the SU for nearly 12 years. Jack Cross, associate director of the SU, was appointed acting director of the SU.[9]

Ellingson immediately recommended to President Flemming that a Selection Committee for the new director of the SU be appointed with Dean William C. Jones as the chairman, and with a membership of two administrators, three teaching faculty members and four students.[10] Other than to appoint Dean Jones as the chairman, Flemming did not approve Ellingson's recommendation. Instead he appointed one administrator (Dean of Students Donald DuShane), no teaching faculty members and four students (the old and new ASUO presidents, the SU Board chairman, and an SU Board member).[11]

On May 22, 1966, the SU held a reception in the Dad's Room honoring Ellingson and his wife, Charlene, for his 12 years of service as director of the SU and presented them with an engraved silver tea service.[12]

Before leaving his position as director of the SU, Ellingson made several additional professional staff appointments. Adell McMillan had requested a nine month sabbatical leave for school year 1966-67 in order to spend a year at Cornell University doing research for a possible text book on college union activities and to take a half-time position on the program staff at Cornell's Willard Straight Hall. Upon University approval of McMillan's request,[13] Ellingson felt it necessary to replace her for the year and invited Mary Alden Hudzikiewicz, a 1963 graduate of the University of Oregon and former SU Board member, to take a one and not more than two year position as assistant director for program in place of McMillan. Hudzikiewicz was employed as the program director of the union at the University of Massachusetts and had already given notice at Massachusetts in order to accompany her husband back to the West Coast. Her salary for nine months was to be $6,000.[14] In writing to confirm

her appointment, Ellingson reiterated that she should not anticipate indefinite tenure at the University, since the U of O did not "tend to bring back its 'own'," though he did indicate that she could expect to be employed for at least 2 years.[15]

Since Cross had been confirmed as the acting director of the SU, Ellingson also requested permission to hire Chris Karp, a former student intern in the SU and most recently director of the Ithaca College Union in New York,[16] as assistant director of the SU for fiscal year 1966-67 at a twelve month salary of $9,000.[17] Ellingson noted that Karp had opportunities to move to more challenging positions, but that he and his wife wished to return to the West Coast. He indicated that Karp would eventually want to direct his own union and that his tenure at the University of Oregon would probably not exceed three years.[18]

The search for a successor to Ellingson began in earnest in the late spring and summer of 1966, and Richard C. Reynolds was invited to the campus for an interview in August of 1966. Ellingson had approached Reynolds at the 1966 annual conference of the Association of College Unions and urged him to consider being a candidate for the position.[19] Reynolds was at that time the director of the Viking Union at Western Washington State College in Bellingham, Washington, with a student body of approximately 6,000.[20] Prior to his years at the Viking Union, Reynolds had been the first union director of the student center at the University of Wisconsin-River Falls, the smallest of the nine colleges in the University of Wisconsin system. River Falls was an agricultural college with a student body of less than 2,000 students.[21] He was a native Oregonian, born in Portland, graduated from Washington High School, attended Oregon State University for one year, transferred to the University of Oregon and graduated with both a Bachelor's and Master's degree. Much of his work at the University of Oregon was accomplished through the extension division while he worked a full time job in Portland. Before taking the job at River Falls, Reynolds served two years in Portland as a high school student activities director and teacher, at Cleveland and then Madison High Schools.[22]

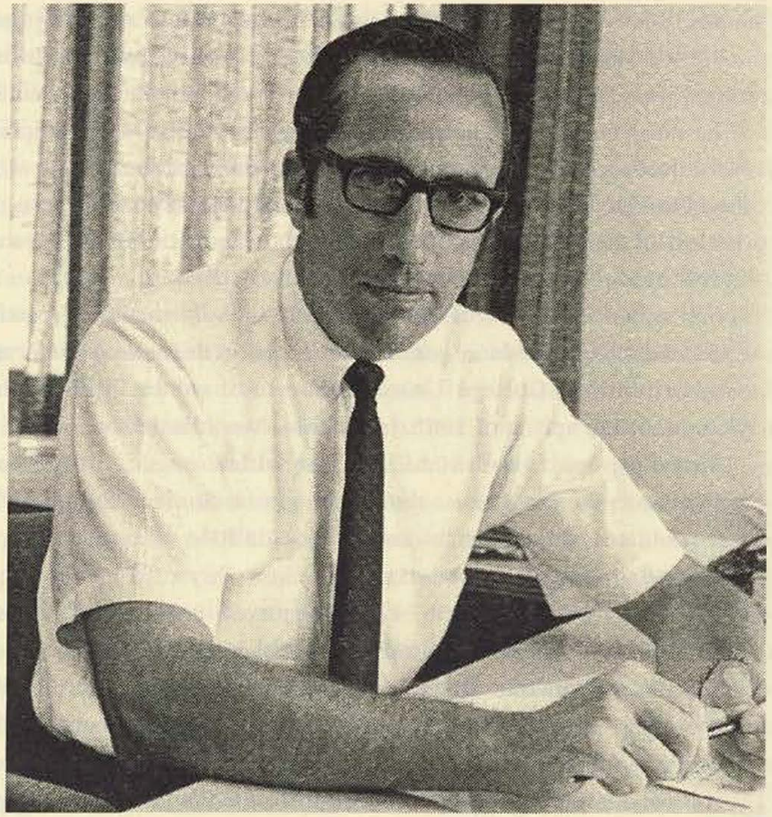
Reynolds recalled that he was interviewed by the Search Committee.

that he ate lunch with a few staff in the SU, that he met with Ellingson and Cross, that he had a somewhat superficial meeting with President Flemming. He also recalled that he was *not* given a tour of the union building, nor did he meet formally with any of the program staff or other students. He had the feeling that he was not going to get the position, however, he was offered the job while he was still on the campus.[23] Reynolds accepted the position of SU director, but, due to his commitment at Western Washington, he did not start in the job until July 1, 1967.

The first opportunity that Reynolds had to actually meet and become acquainted with the professional staff of the SU was at the annual conference of the Association of College Unions—International in Philadelphia, Pennsylvania, in the spring of 1967. Jack Cross, Mary Hudzikiewicz, Eddie Reyes, Chris Karp and Adell McMillan met with Reynolds in his hotel room at the conference to discuss the Erb Memorial Student Union and its future, its problems, its challenges and its possibilities.

A planned orientation meeting between Reynolds and Cross, scheduled for May 15 and 16, 1967 became especially important, because Cross was informed on May 2, that he would not be returning to his former position as associate director, but would be transferred to another University department as of July 1, 1997. Cross wrote to Reynolds that "this new development will no doubt affect planning for the next year, and I would like to swing the operation into line with your thinking and philosophy as much as possible beginning May 17."[24] Cross, who was also finishing work on his Ph.D. in Physical Education, was transferred to the Admissions Office.[25]

Following his two day meeting with Reynolds, Cross sent a recommendation from Reynolds to Dean William C. Jones, to whom Reynolds would report, for changes in staff titles and individuals, to take effect on July 1, 1967. Jones approved the changes as follows: Associate Director Chris Karp; Assistant Director-Program Adell McMillan; Assistant Director-Activities Ed Reyes; and Assistant Director-Activities Mary Hudzikiewicz. Cross had noted that these changes would better depict the line relationships and job assignments that would be effective when Reynolds became director.[26]



30. Dick Reynolds seated at the desk in his office, c. 1970.

McMillan returned from her sabbatical leave at the end of May 1967 and Reynolds took over as director of the SU on July 1, 1967. Unbeknownst to Reynolds and McMillan, President Flemming, due to concerns expressed by student leaders in the ASUO about expenses for staff salaries in the SU, was considering transferring McMillan to the newly established School of Community Service and Public Affairs. In a fairly strongly worded letter to Flemming, Reynolds and University Budget Officer Don Schade, stated that they understood that Flemming was considering developing a position in the School of Community Service and Public Affairs for McMillan and that it was for the purpose of relieving a budgetary load assigned to her position in the Department of the Student

Union and Educational Activities. They pointed out that the position was fully budgeted and funded in the department.[27] Reynolds and Schade stated, "If, however, a move is contemplated for Miss McMillan for reasons of professional advancement and not for budgetary reasons, and if she is offered and accepts the position, we consider it imperative that the position remain open and that an active search be undertaken to find a replacement."[28]

Reynolds offered a compromise to Flemming regarding McMillan's position assignment. He clarified that it was his belief that all or a major portion of her time should be devoted to her position in the union because of her depth of experience with the department. Reynolds noted that within her assignment he had allowed time for certain administrative tasks in order to free himself for more long range planning and to give McMillan a broader range of professional experience. He indicated he hoped that he could assign her the project to develop a cooperative relationship with the new School of Community Service and Public Affairs (CSPA). This could result in cooperative efforts between the two departments with CSPA picking up 10 to 20 percent of McMillan's salary for her work. Reynolds also pointed out to Flemming that although the current ASUO officers seemed to have less concern about staff salaries in the Student Union and Educational Activities budget than the prior year's officers, this token gesture would be well received.[29]

Following discussions with Reynolds and Lynn Rodney, head of the Leisure Studies program in CSPA, Norman Sundberg, dean of CSPA, recommended to President Flemming that McMillan be given a .25 FTE appointment in CSPA, as a staff consultant for program development, at her current faculty rank and title in the union. She would be responsible for developing a program in the new school, derived from "an expanded concept of recreation and parks management, which would include athletic, social, personal, and leadership development."[30] Sundberg said: "A student union is a community center of great importance to this University or any other college community. The preparation of young people to help develop such centers is of high relevance to the new School."[31] Sundberg indicated that McMillan's duties would consist of three main areas: the development of a student union educational program for possible inclusion in the CSPA curriculum; development of a field

instruction program in the student union and/or other campus activity programs; and teaching a course similar to the one she had previously taught, entitled College Activity Programming.[32] Upon this recommendation and the recommendation of Charles Duncan, dean of the faculty, Flemming approved McMillan's .25 appointment in CSPA on September 25, 1967.[33]

For school year 1967-68, Reynolds redistributed program and administrative responsibilities in the SU to fit his picture of the organization. He assigned responsibility for the Games Area, the Campus Recreation Committee, the Outing Club and certain other administrative responsibilities to Chris Karp, associate director. McMillan, assistant director—program, was assigned the Eugene-University Civic Music Association, the Arts Festival Committee, the Cultural Division, the Print Shop, the Canoe Fete, the Public Relations Division and certain other administrative responsibilities. Hudzikiewicz, assistant director—activities, was assigned responsibility for summer session programs, the Social Division, the Sophomore Class/Homecoming, the Freshman Class/Dad's Day, special attractions and the Junior Class/Prom and Junior Week. Reynolds assigned working with the faculty Assemblies and Lectures Committees, the Forum Division, the ASUO, the Senior Class/W.U.S. and the Personnel Division to Eddie Reyes, assistant director—activities. [34]

In addition to these program advising responsibilities, Reynold also made a number of core administrative assignments in order to have more involvement in the administration of the department and to provide various staff with more administrative experience. McMillan was assigned responsibility for coordination with the new School of Community Service and Public Affairs. This included: using the union as an in-service experience, e.g. internships for students enrolled in CSPA; relating the objectives of the union and its activities program to the administration and faculty of CSPA; and investigating the possibility of developing a core interdisciplinary program that would lead to needed proficiencies for students interested in the union as a professional choice. McMillan was also assigned the task of being the department's research coordinator.[35]

Karp was asked to continue the investigation of possible sites for an off-campus retreat facility as consultant for the off-campus University facility. He was also assigned the responsibilities of recreation program coordinator, including coordination and development of the recreational programs in the union and Club Sports areas. In particular he was to "develop a long-range program outlining the development of recreational activities in their broadest sense, paying particular attention to a departmental philosophy toward recreation, future enrollment, facility and space needs, budgets and staff;" [36] increase co-educational participation in the programs of the recreation area; and "develop a plan for the immediate coordination of the Club Sports into an administrative structure."[37] Additionally, Karp was assigned the responsibility of coordinating the department's relationship with the Faculty Club and its Board of Directors and, in cooperation with the Food Service staff, develop methods to analyze and project the financial operation of the Club food service. Karp was also given the responsibility of hiring, training and supervising the night managers in the Union.[38]

These staff assignments remained in place until the fall of 1968 when there was a large turnover in administrative/program staff. Reyes resigned, effective August 31, 1968, to take a position as associate director of programming—educational and political activities at the Campus Center, the State University of New York at Stony Brook.[39] Karp resigned, effective September 1, 1968, to become the director of the Viking Union at Western Washington State College in Bellingham[40]. Mary Hudzikiewicz resigned to join her husband in California, effective October 15, 1968, and subsequently accepted a position as program director of the newly constructed union at San Jose State University.[41]

Reynolds promoted McMillan to the position of associate director, replacing Karp. She would keep some of her program responsibilities, mostly in the arts and cultural areas, and would direct the new Center for University Special Events.[42] It was also decided that she would move from her third floor program office to an office in the administration area on the mezzanine, next door to Reynolds' office.[43]

Writing to Ellingson, now the director of the Student Union at the University of Hawaii, Reynolds, noting the issues of the times, said that he was very interested in "hiring a person representing a minority race for the professional staff."[44] While looking for a replacement for

Hudzikiewicz, he indicated that he had been in correspondence with two women who were recent graduates of Fisk University. Both of these women had been highly recommended by Eugene Stevens, director of the union at Fisk, though Reynolds was concerned that neither had any paid professional experience.[45] One of these two women, Sheila Simmons, was eventually hired as a program advisor and began work in early October 1968.[46] In order to assist Simmons with some of her duties, particularly due to her lack of experience in booking and managing major concert and lecture attractions, Reynolds received permission from Acting President Charles Johnson to hire a graduate assistant at .3 FTE with the appropriate experience in these areas. He hoped that by the 1969-70 school year Simmons would be able to assume these additional duties herself.[47]

Reynolds hired Gary Bartlett, a recent graduate of the University of Indiana with a Master's Degree in Recreation, to take over Karp's responsibilities in the recreation areas of the union. He was assigned the title activities advisor and, like Simmons, he had no paid professional experience.[48]

In finding a replacement for Reyes to work in the area of social issues and with various ASUO programs, Reynolds looked to his former institution and hired Neil Murray who he had worked with as a student at Western Washington State College, and who had most recently been at Lewis and Clark College. Murray came to the University of Oregon to fill this position and to work on his doctorate in Education.[49]

John Miles and Gary Grimm, both graduate assistants, had for two years been the advisors to what had originally been the Alpine Club, then the Outdoor Club and then, by 1968-69, the Outdoor Program. These two individuals were responsible for developing the philosophical basis for this program that continues today. In the fall of 1968, Miles left the program to take a position at Evergreen College in Washington. Grimm continued as the coordinator of the Outdoor Program with his status changed from graduate assistant to full time faculty, similar to the other program staff in the union.[50]

In order to provide more stable clerical assistance to the ASUO and the SU Board, Ellingson added two new positions to the budget for 1966-67, a secretary I to be primarily assigned to the ASUO and a clerical

position to be assigned to the SU Board. The Program Office secretary was given the supervisory responsibility over these positions.[51] In January 1968, Reynolds appointed Gayle S. Johnson to the position of personnel clerk for the Erb Memorial Student Union and Educational Activities Department with the civil service classification of clerk-typist III. Johnson had been employed in the University Business Office, and began work in the union on February 5, 1968.[52]

Student Union Name Change

In February 1967, the Student Union Board had a discussion about changing the name of the Erb Memorial Student Union to Erb Memorial University Union. During the discussion, Eddie Reyes read the Association of College Unions statement of purpose, called "Role of the College Union," which seemed to support this change. After the discussion, Jim Wernsing, Student Union Board member, moved to make the name change and the motion passed.[53] Jim Beat, Student Union Board chairman, asked Jack Cross, acting director, to take whatever steps were necessary to accomplish the change in name to Erb Memorial University Union. In his letter to Cross, Beat said:

> It is the feeling of the Board that the Union should serve as the hub of the University community, a facility providing services to the entire University community, providing programming for the entire University community, and encouraging various segments of the University community to meet, formally and informally, together. As you are aware, the facilities of the Union are intended to be utilized by members of the faculty and administration as well as students, and they are extensively utilized by both groups. Likewise, much of the programming of the Student Union Board is intended for the University community at-large, with particular emphasis on study and discussion by students and faculty together.[54]

Cross sent the request for the name change to President Flemming and asked to be advised on the procedure that should be followed for such a change. Cross noted that the trend around the country was to call

unions either college or university unions in recognition of the functions of their buildings and programs. He quoted from the Association of College Unions Role Statement that "the union is the community center of the college, for all members of the college family—students, faculty, administration, alumni, and guests."[55] Cross also noted that "recent developments in student government at this school have tended to detract from the Board's endeavors to operate under this philosophy and have tended to emphasize the student aspects of the building and program to the detriment of the University community aspects—a development which is of great concern to the Board."

Following Cross's request to Flemming on behalf of the Board, Beat raised the issue with Jarold Kieffer, Flemming's assistant, and Kieffer suggested to Flemming that he send the request for the name change to Committee on Naming University Buildings, chaired by Dean Jones. If they recommended in favor, then Flemming could make such a recommendation to the State Board of Higher Education. Kieffer's memo to Flemming stated that the request was to remove the word "student" from the name, changing the name to Erb Memorial Union.[56]

After assuming the position of union director in July 1967, Reynolds learned that Flemming had referred the name change request, in accordance with the wishes of the Student Union Board, to the Committee on Naming University Buildings. Reynolds had a conversation with the Chairman Dean Jones, and Jones authorized the use of the name Erb Memorial Union in place of Erb Memorial Student Union until such time as his committee could act on the recommendation, early in fall term.[57] Reynolds issued the following instructions to staff of the union: "Therefore, from the date of this memo, will you please show the name Erb Memorial Union on all printed materials leaving these offices. The name of the department, henceforth, shall be: The Department of the Erb Memorial Union and Educational Activities."[58]

In October 1967, Flemming wrote to Jones: "I concur in the recommendation of the Committee on Naming University Buildings that the Union building be designated 'The Erb Memorial Union.'"[59]

However, the debate about the name change did not end with Flemming's approval. In May 1968, the ASUO Senate adopted a bill

entitled "A Policy Changing the EMU Name," and after discussion and several motions to amend, the following was passed:

> WHEREAS: The name Erb Memorial Union has not found support among the University community, and WHEREAS: The EMU is usually called the Student Union by those who use it, and WHEREAS: The EMU is already recognized as the Erb Memorial Student Union by the ASUO, THEREFORE BE IT RESOLVED: The ASUO Senate requests that the building be officially named the Erb Memorial Student Union. BE IT THEREFORE RESOLVED: The ASUO Senate mandates all agencies of the ASUO to use the proposed name EMSU in official communications.[60]

In a memo to Mark Marsh of the ASUO and Steve Rhodes, Student Administrative Board chairman, Reynolds pointed out the correct process for naming University buildings, noting that the Committee for the Naming of University Buildings included two students appointed by the ASUO president and that the committee had utilized the correct process. If the ASUO Senate wished to change the name of the Erb Memorial Union, the proper course would have been to propose such a change to that committee. He finished his memo by stating: "Although the Senate has mandated you to act in a specific way, I would personally leave this to your discretion."[61]

Despite the desires of the ASUO Senate, the name remained as the Erb Memorial Union, and the acronym became EMU rather than SU.

Changes in the Organizational Structure of the Student Union Program Directorate

In the spring of 1967, an SU Board ad hoc committee proposed to the Board a complete restructuring of the Program Directorate and its operational procedures. In its report to the Board titled "Proposal for the Reorganization of the Erb Memorial Student Union Board and the Standing Committees," the committee reiterated that: "The main objective of the Student Union Board [was] to offer a full program of cultural and recreational and educational activities for the benefit and enjoyment of

students . . ."[62] The report claimed that there were two major issues with the current structure of the Board and the Directorate: first, that the program that was currently being done by the Board and its committees was not adequately fulfilling the stated purpose and, second, that the recruitment and retention of committee members was very hampered by the present procedures.[63]

The ad hoc committee felt that more integrated and in-depth programming could be accomplished if the programing areas were broadened. The proposal called for changing the structure of the Board by eliminating the Program Directorate and its committees, and making the officers of the Student Union Board the chairman, vice chairman and division chairmen for a Cultural Division, a Social Division, a Forum Division, and a Recreational Division. The proposal also called for a Personnel chairman and Public Relations chairman. All of these officers would be elected from the general membership of the Board in the spring term.[64] Each of the divisions would be open to the general student body and would be composed of standing members and ad hoc members. The standing members would be selected by the Personnel Division, using a process as established by the Student Union Board, and the ad hoc members would be appointed by each division chairman as they deemed necessary. The basic purpose of the proposed change in structure was to facilitate movement from specific, single-event programming to in depth and integrated programming, while not discontinuing the Board's core programs and services.[65]

The Student Union Board spent several meetings discussing the proposed restructuring, including a decision to allow both outgoing and incoming Board members to vote on the proposal and having a smaller committee of the Board write a final draft of the proposal.[66] The final proposal, adopted by the Board, eliminated the Program Directorate and created the Student Union Program Council with six divisions: Cultural Division, Forum Division, Personnel Division, Public Relations Division, Recreation Division and Social Division, each chaired by a member of the Board.[67] In addition, the new structure created a House Council made up of the six remaining student members of the Board and a Board position of research and development chairman. It also provided that the Board could appoint ad hoc committees as needed.[68] With the name change of

the Erb Memorial Student Union to Erb Memorial Union in the summer of 1967, the Student Union Program Council quickly became the EMU Program Council.[69]

At an early fall meeting, the EMU Program Council adopted the following guidelines for the Council:

> Co-ordinate Union programs—Create, cultivate and perpetuate interest in Union programs—Be aware of campus needs and offer programs that appeal to all students; by flexibility exhibit an awareness of changing campus interests—Inform the University student of all Union programs—As division chairman, unify and guide the activities of the divisions in order to insure the effective perpetuation of programs—Aid participating members in gaining understanding of the total Union program, of the relationship of the Union program and class instruction and of group process—Instill enthusiasm and a sense of responsibility in committee members and in all students—Carry out the Unionn's programs and philosophies through the most suitable methods—Advise and report to the Board as to current campusneeds and progress."[70]

The new Cultural Division, chaired by Allyn Brown,[71] was assigned responsibility for art exhibits, folk dances, the Little Concert Series, educational movies, dance as an art form, international theme programs, classics and jazz lecture-demonstrations, theater, art lecture—demonstrations in all media, married student programs, the music listening rooms, art sales, record sales, dark room facilities and the art lending library.[72] The Social Division, chaired by Sue Gordon,[73] was responsible for rock'n roll dances, feature movies, games and tournaments, variety and talent shows, the poster work room, movie making (TV), instruction in small games, international theme programs, married student programs, extended tournaments and leagues in games, children's program at holidays, talent lists and special attractions.[74]

Responsibilities assigned to the Forum Division, chaired by Bob Bartlett,[75] were Oregon Assemblies, academic retreats, international theme programs, classics and jazz lecture—demonstrations, art lecture-demonstrations in all media, married student programs and foreign films

and lectures.[76] The Recreation Division, chaired by R. C. Owens,[77] was responsible for outdoor recreation, club sports and outdoor tournaments.[78] The Personnel Division, chaired by Jim Mosman,[79] was responsible for orientation assemblies, recruitment of personnel for the divisions and other campus organizations and a guide service.[80] The assigned responsibilities for the Public Relations Division, chaired by Mark Marsh,[81] were publicity materials and their distribution, orientation assemblies, the EMU Open House and a guide service.[82]

These assignments were of mostly already existing programs under the old Directorate structure but were assigned with many areas of dual responsibility to connote an emphasis on cooperative programming. Additionally, these assignments were only a starting point with all divisions able to bring new program ideas to the table for implementation. Created in response to criticism from within and outside the organization that the EMU programs were not responsive enough to the changing interests of the student body, this new structure was the beginning of a sweeping change in the ways in which programs and activities were delivered to the campus. Begun in an atmosphere of student unrest and a heightened interest in the social and political issues of the times, the divisions were an attempt to give more flexibility to what had become a highly structured program and to provide a vehicle that could respond more quickly to rapidly changing issues and interests.

Changes to the Governance Structure of the Student Union Board

As early as April 1966, actions and positions were being taken by the ASUO Senate to change the nature of the governance structure of the SU Board. At their April 14th meeting, the Senate passed a motion, offered by Jim Beat and Phil Semas, recommending to the University President and the SU Board that a new policy be adopted requiring that all decisions of the Board be subject to review by the ASUO Senate, that any Senate action on a Board decision be the official recommendation to the University president and that if the Senate took no action this would indicate approval of the Board's decision. Thus, Board decisions would be in effect until they were reversed by vote of the Senate.[83] The discussion in the Senate meeting centered around such issues as policy decisions that were being made by

individuals who were not elected by the student body and that these were not decisions subject to review by ASUO elected representatives. Policy decisions such as those relating to use of the SU lobby and Fishbowl terrace were referenced and it was noted that these kinds of decisions would continue to be made by the SU Board.[84]

Dick Lawrence, SU Board chairman, spoke to the Senate in opposition to the resolution, which in effect made the SU Board a sub-committee of the Senate. Mike Donahue, ASUO vice-president, argued that SU Board members had experience and expertise and should have the authority and keep their autonomy. New Student Body President Henry Drummonds and Vice President Lee Bolinger spoke in favor of the motion. Despite the arguments of Lawrence and Donahue, the Senate approved the resolution by a role call vote of 15-4-0.[85]

Lawrence took the ASUO Senate resolution to the SU Board for discussion and counter resolution. He proposed that the Board adopt the following resolution:

> That the SU Board Chairman shall inform the presiding officer of the Senate of all action taken by the SU Board. It shall be recognized that any action take by the SU Board and/or its programming agencies may be brought to the ASUO Senate for consideration upon the volition of the SU Board Chairman, the Board, the Senate, or any University of Oregon student. It shall be understood that decisions of the SU Board shall be effective immediately pending action by the University President, excepting any SU Board decision which the Chairman of the Board shall, at his discretion, submit directly to the University President for approval.[86]

This resolution was approved by the SU Board, as a Resolution to the Perpetuation Plan, and sent to Flemming[87] and the ASUO Senate.[88]

At this time there were two kinds of committees at the University: faculty committees that were appointed by and reported to the Faculty and administrative committees that were appointed by and reported to the University president. Ellingson wrote to Flemming to comment on the resolution passed by the ASUO Senate and recommended that the Student Union Board continue to report directly to the president of the University, as an administrative committee of the University. He went on

to say: "The Senate's right to review all procedural matters of the institution may need reaffirmation and, further, the Board may need to strengthen its channels of communication with the Senate, but, to place the Board in the situation in which their decisions are automatically reviewed by the Senate and where they could take no definitive action without Senate approval would be to introduce unwarranted delays."[89]

At the same time that the discussions and resolutions regarding the relationship with the ASUO Senate and the SU Board were taking place, the SU Board was in the process of deliberating changes to their structure and membership selection procedures, as depicted in the Perpetuation Plan. The Board held Public Hearings on possible changes in the structure of the Board's membership, which were well attended. The hearing brought forward several alternatives, including: have a General Assembly type set-up; appointment of some members and election of the rest; random selection of various positions; all positions should be "at-large" or non-representative of specific schools; or appointments should be made by the ASUO president with confirmation by the ASUO Senate.[90]

The SU Board passed a motion at its April 20, 1966 meeting that changed the Perpetuation Plan in a critical way. The motion removed most of the representation by students in the various schools and colleges of the University and inserted positions that would be elected at-large in the spring all-campus election. The amendment to the Plan called for: two ASUO representatives (the president and vice president); five at-large positions, one for a two year term—undergraduate or graduate, two for one year terms—undergraduate or graduate (all selected from nominations by the ASUO Senate and the SU Board) and two members elected at-large in the spring all-campus election; two faculty representatives appointed by the University president; five representatives from the College of Liberal Arts, one sophomore for a one year term, two upper or lower classmen for one year terms, and two upper or lower classmen for two year, staggered terms; three representatives of the Graduate School for one year terms, at least one of which was from the Law School; and two positions representing the professional schools for two year staggered terms.[91] These new procedures would take effect in the spring of 1967.

In late September and early October 1966, Student Body President

Henry Drummonds held a number of private conversations with President Flemming to discuss the issue of the relationship of the Student Union Board and the ASUO Senate. These discussions resulted in a lengthy memorandum, authored by Flemming, and sent to Drummonds and Jim Beat, now the Student Union Board chairman. Flemming agreed with the essence of the Senate action in the late spring 1966 and he outlined very specific proceedures by which he would transfer the Student Union Board from status as an administrative committee, reporting to the President, to an administrative arm of the ASUO. However, the membership of the Board would not change and members would still be appointed by the University president.[92] This letter was not a publicly discussed document when it was first drafted, but was used as a discussion tool in private conversations between Drummonds and Flemming. Following a Saturday afternoon discussion with Flemming, Drummonds wrote to him suggesting some changes to the memorandum—changes that were meant to completely sever the relationship of the Board to the University president. In addition to making the Board an administrative committee of the ASUO, he recommended to Flemming that appointments to the Board should be the responsibility of the ASUO president rather than the University president and recommended giving the University President veto power over the ASUO president.[93]

Flemming met with Beat on October 9, 1966, regarding his memorandum and Drummonds' recommended changes to the memo. Following that meeting, Beat sent Cross, acting SU director, copies of both Flemming's and Drummonds' memos, indicating that it was his understanding that Cross and Ellingson were scheduled to meet the next day with Flemming and that Beat thought that they both might like to see the memos before their meeting with Flemming.[94] Prior to that time, neither Cross nor Ellingson had been consulted by either Flemming or Drummonds about these matters. Cross, in a letter sent to McMillan to keep her up to date while she was on sabbatical leave, described the situation and the meeting with Flemming as follows:[95]

> Our friend Henry [Drummonds] has been, of course diligently behind the scenes during the month of September and, with the *Emerald* editor in his pocket, has pretty well convinced the

> President that the Board should not be an administrative committee [of the President] but should make its recommendations through the ASUO. On this matter, Si and I had a long and somewhat strained meeting with the President last Thursday, resulting in the project being delayed at this time with some possibility of getting the major items altered a little. It appears, however, that Arthur [Flemming] is pretty well committed.[96]

In a second letter to McMillan, Cross went into additional detail about the meeting with Flemming, including the fact that he was told that it was the president's intention to carry out the proposal without any prior public knowledge or discussion. During their discussion, Flemming finally agreed to publish the proposal in the *Oregon Daily Emerald* and to call for general comments before he announced his decision. He also agreed to announce that the union director would be responsible to the University president and that the staff in turn would have an in-line relationship to the president and not in any way be responsible to the ASUO or its president.[97]

Flemming's memorandum was finally shared with the members of the Student Union Board and some members of the Board responded individually to Flemming. Dean Donald DuShane, dean of students and ex-officio member of the Board, responding to a request from Beat, informed Flemming that one of his first assignments when he came to the University a year and a half before the SU opened had been to work with representatives of the ASUO and a representative committee of students and faculty to develop a perpetuation plan for the SU Board "which would make certain that it did not become subject to campus politics. However, at the same time [they] believed that it should be associated with and responsive to annual changes in the political climate of the campus. Responsive to, but not dominated by, politics."[98] DuShane pointed out that the members of the Board were appointed by the University president upon the recommendation of a joint selection committee with equal representation from the ASUO and the Board, giving the ASUO a choice in the selection of members, but not complete and unchecked authority. Additionally, in order to be politically responsive,

the Perpetuation Plan provided seats on the SU Board for the ASUO president and vice-president.[99] DuShane finished his remarks by stating:

> I believe that the current basis for the organization is administratively sound; that it tends to preserve objectively the spirit of campus wide services; that it is sensitive to ASUO wishes and the desires of whatever elected government the students may have at any given time; and that it has proved its merit in an outstanding way and to the envy and admiration of student union boards in other institutions which are organized on an outright political basis.[100]

Kenneth Settlemier, the Law School representative on the SU Board, wrote a letter in opposition to the restructuring of the Board, pointing out that he had been active in student government and student activities as an undergraduate, prior to entering Law School, thus giving him insights into campus life and student activities. He listed several reasons for his opposition, among them: the ASUO and the SU Board were different kinds of groups that did different kinds of jobs and attracted different kinds of individuals to do those jobs; being autonomous, the Board attracted the more service oriented person and those who were familiar with the activities of the SU and its responsibilities; and that the same quality of student would not apply to the SU Board if it were just an administrative committee of the ASUO.[101]

Responding to Flemming's request for comments about restructuring the SU Board, Dan Williams, former president of the ASUO and now assistant director of dormitories and assistant dean of students, pointed out to Flemming that a similar proposal had been put forward when he was an undergraduate. It had been discussed at length and ultimately decided against for a variety of reasons, which he felt were still valid. First, he had serious concerns about the future of the SU program if it were placed in the campus political arena. Williams thought that the interests of many small interest groups were met by the SU and these would be the first to go if evaluated by the Senate because they would look at them in terms of number of participants or in terms of their own

prevailing interests at the time. His second concern was a "desire not to disrupt the Union programming by placing it at the will of a group that has little, if any, continuity from year to year. Much of the success of the Union Board comes as a result of the continuity that is structured into its organization."[102]

At a meeting on November 2, 1966, the SU Board approved the wording of a letter from the Board to President Flemming regarding the Board's feelings about the proposed revision of the responsibilities and structure of the Board.[103] In general, the Board felt that it would be detrimental to the SU's program and operation, and not in the long term best interest of the University of Oregon. Among other statements the letter noted "that it [was] short sighted indeed to think of the Senate as the totality of student government."[104] The letter went on to state:

> The proposal to place the Student Union Board under the Senate is most certainly antithetical to the concept of the University as a community of faculty, students, and administration working together for the betterment of the University. As a part of the governing structure of such a community, the Board would logically report to the University President and not to a committee of students.[105]

This letter to Flemming was signed by Beat on behalf of the SU Board. It should be noted here that Beat had been the ASUO senator who had introduced the resolution in the ASUO Senate the prior spring. That was the resolution sent to the University president that started the discussion in the first place. By the fall term, Beat had completely changed his position on this issue. After having visited several student unions in the East and Midwest during the summer of 1966 and having spoken with their staffs and students about this proposal, he became convinced that the status quo was preferable to becoming a subsidiary of the ASUO. and had been fighting the proposal since his return to the University.[106]

Regardless of the comments and letters in opposition to the restructuring proposal, Flemming rendered a decision that effectively put the SU Board within the framework of the ASUO. In his letter that set out the conditions of the restructuring, Flemming noted that the president

of the University, under the administrative code of the State Board of Higher Education, was responsible for all of the programs of the student union and that the director of the Student Union reported directly to the president. Under the president's general direction, the director was responsible for the administration of all programs within the purview of the student union. He indicated that: "The Student Union Board has functioned as an administrative committee charged with, among other duties, the responsibility of making recommendations to the president on matters connected with the development and administration of comprehensive programs for the entire campus in the cultural, recreational and social areas, and on matters related to the administration of the Student Union."[107] Flemming went on to say:

> I am desirous of having the university continue to have the benefit of the recommendations of the Student Union Board. At the same time, consistent with the considerations which I have identified earlier in this letter, I have concluded that in the future the Board which is now in existence should operate within the framework of the Associated Students of the University of Oregon.[108]

Flemming went on to request that Student Body President Drummonds establish such a Board within the framework of the ASUO in accordance with certain understandings. Those understandings included: that there would be no changes in the way in which the SU Board was constituted without the prior approval of the President of the University; that whenever the ASUO, through the SU Board, discharged any of its duties in connection with the administration and development of cultural, recreational and social programs for the campus or when it carried out any of its advisory responsibility in connection with the administration of the SU would follow certain procedures.[109] Those procedures were:

> a. The actions of the Student Union Board in all matters involving a recommendation to the President of the University will be transmitted to the President of the ASUO. b. The president of the ASUO will transmit immediately the Board action to the ASUO senate for its consideration accompanied by, if he so desires, his

> recommendation. c. If the ASUO senate takes no formal action within fifteen days, the President of the ASUO's recommendation, if any, shall be transmitted to the President of the University. d. If the Director of the Student Union feels that action on a particular recommendation cannot be held in abeyance until action by the senate, he may recommend an immediate course of action to the President of the University. At the same time the President of the ASUO may, in behalf of the ASUO, make his recommendation.[110]

On January 9, 1967, Drummonds, on behalf of the ASUO, described the establishment of the SU Board within the framework of the ASUO. In a letter to Beat, SU board chairman, Drummonds stated:

> I want to emphasize my continuing high regard for the Board and its contribution to the University community. I fully expect that the board would continue to exercise its responsibilities within the framework of the Associated Students in much the same manner as it did as a committee of the University administration. Ordinarily the Board will exercise complete responsibility in defining and establishing the official policy of the student body (ASUO) in matters relating to Student Union facilities and programming.[111]

Drummonds went to say that the composition of the SU Board would remain essentially the same and that he supported what he understood to be the Board's desire to reconsider some aspects of its composition. Additionally, he requested that the Board appoint representatives to meet with him to prepare the budget presentation of the SU Board's budget. which would be presented to the Student Union and Educational Activities Budget Committee along with all other ASUO administrative groups, in preparation for final review by the ASUO Senate.[112]

Upon receipt of Drummonds January 9th letter, Beat wrote a strong letter of protest to Flemming, indicating his disagreement with Drummonds interpretation of Flemming's instructions. Beat interpreted the instructions to mean that the Board would transmit to the ASUO president only those recommendations in which the Board was acting

on behalf of or at the request of the University president. He reminded Flemming of an earlier meeting at which Flemming had clarified that when the Board was carrying out policy already approved and delegated by the president of the University, it did not go through the ASUO president and that Flemming had clarified that when the Board was responding on a request for advice from the SU director, their decisions/ recommendations did not go through the ASUO president. Beat finished by stating that, since the SU Board did not make budgetary recommendations to the University president, but rather to the Student Union and Educational Activities Budget Committee, he did not feel any obligation to transmit SU Board budget requests to the president of the ASUO.[113]

Flemming, upon receipt of Beat's letter, revised his earlier November letter to Drummonds adding the fact that the director of the Student Union reported directly to the president of the University, "assisted by the Dean of Administration,"[114] and reiterated that any action by the SU Board that was a recommendation to the president of the University must go through the ASUO president, with his referral to the ASUO Senate for their review.[115] He then added a new section titled Recommendations to the Director of the Student Union which stated:

> The manner in which the Student Union Board, as an organizational unit within the structure of the ASUO, shall represent the ASUO in making recommendations to the Director of the Student Union should be worked out by the President of the ASUO, after consultation with the Student Union Board. The Director of the Student Union will continue to act on recommendations in conformity with such delegations of authority to act as he has received or will receive from the President of the University.[116]

With regard to how budget requests would be handled, Flemming notified Jones, chairman of the Student Union and Educational Budget Committee, that since he had established the SU Board within the structure of the ASUO, "the President of the ASUO will include the budget of the Student Union Board in his presentation of the ASUO budget request

to the Student Union and Educational Activities Budget Committee." He went on to indicate that the ASUO president intended to work out procedures so that representative of the SU Board as well as representatives of other units within the ASUO would have the opportunity to present their budget proposals directly to the committee.[117]

Following the clarifications by Flemming, Drummonds sent a memorandum to the Student Union Board stating that:

> Acting under a request by President Arthur S. Flemming of February 9, 1967, I am establishing within the ASUO, a Student Union Board. I am confident that the Board will serve the university within the framework of the Associated Students in much the same manner as it has in the past. The establishment of a Student Union Board by the ASUO as discussed in my letter to the Board Chairman of January 9, 1967, is effective immediately.[118]

Shortly after the SU Board became a part of the ASUO structure, Beat, on behalf of the SU Board, recommended to President Flemming that two changes be made in the composition of the Board. The first change removed the ASUO president and vice-president from Board membership and the second change removed the two elected representatives from the Board and replaced them with two additional at-large positions, one for a two year position and one for a one year position. These recommendations were sent to the ASUO president for his referral to the ASUO Senate, as per the new relationship between the SU Board and the ASUO on matters of recommendations to the University president.[119] When the 15 day period within which the Senate and/or ASUO president could act on these recommendations passed without their input, the president of the University approved both changes to the SU Board composition.[120]

In May 1967, Flemming took one of his final actions regarding the structure of the SU Board and its relation to the ASUO. When Student Body Vice President Lee Bollinger submitted the list of proposed student members for the 1967-68 SU Board, Flemming returned the list to Bollinger. He sent a letter to ASUO President Scott Farleigh indicating that with that letter he was delegating to the president of the ASUO the authority

to approve the nominations of students to the SU Board. He noted that no change in the composition was being proposed at that time and that the ASUO president would simply be performing the function formerly performed by the University president. It was also Flemmings understanding that the names would be submitted to the ASUO Senate for approval, before the ASUO president acted on the nominations.[121]

Thus ended, for the time being, the involvement of the president of the University in determining the relationship between the SU Board and the ASUO. At no time since the presidency of Harry K. Newburn in the early 50s had the University president so involved himself directly in the day to day affairs of the student union, let alone the Associated Students.

As with the Program Council, the SU Board became the EMU Board with the name change in the summer of 1967.

Demise of the Erb Memorial Union Board and the Rise of a New Structure

During the summer and early fall of 1967, a committee of representatives of the EMU Board and the ASUO met to discuss and propose an additional restructuring proposal, involving both the EMU Board and the EMU Program Council. The discussions came about as the result of the new relationship of the EMU Board to the ASUO, and as a result of the impending delegation of the responsibilities of the Student Activities Committee—a faculty committee—to the ASUO. The discussions mainly involved the concept of dividing the responsibilities of the EMU Board into two distinct parts: one dealing with program and one dealing with policy making. The early drafts of this concept referred to the two parts as a program council and a student administrative board, both entities of the ASUO. The Program Council would be made up of all of the EMU division chairmen and the heads of a number of other incidental fee funded ASUO organizations. The Student Administrative Board would have the same composition as the current EMU Board and be responsible for the establishment and implementation of all policies that pertained to the EMU building and to student activities in general.[122] A more refined draft of this proposal was circulated in late August,[123]

This draft was presented to the EMU Board at its October 11, 1967 meeting and a lengthy discussion followed. The proposal, written by EMU Board Member Mark Stephans, ASUO President Scott Farleigh and ASUO Administrative Assistant Steve Rhodes, was, in their opinion, a better structure because it would eliminate duplication of programming, promote better communication between programs and agencies, provide more possibilities for in-depth and integrated programming and relieve the Board and the ASUO Senate of programming responsibilities. Several members felt that rather than promote more integrated programming, it would promote separation, particularly separation of the Board's policy making function from its programming function.[124] Following further discussion, a motion to approve the proposal was defeated by a vote of 3 to 5. Further discussion brought about a motion to add two provisions to the proposal: that elimination of the Program Council could be made only with the mutual consent of the Council and the ASUO Senate and elimination of the Student Administrative Board could only take place with similar consent.[125] This motion was still on the table when the EMU Board lost its quorum, and it became a matter of old business at the next meeting of the EMU Board.[126] The motion to make these amendments passed at the October 19th meeting of the Board. However, a motion to approve the amended proposal again failed on a vote of 5-7-1. The major issue at this time was the justification for combining EMU program divisions with agencies of the ASUO on the same program council. Many members of the Board felt that it would make more sense to absorb the ASUO agencies into the current EMU Program Council since the EMU had been assigned the responsibility to serve as the programming body for the entire campus. Concerns were then expressed that the heads of the ASUO agencies would feel that they should sit on the EMU Board and that would make the Board too large and unwieldy.[127]

At its January 18, 1968 meeting, the EMU Board approved the Proposal for Restructuring the EMU Board, as proposed by the Joint EMU Board–ASUO Committee and amended by the Board. The approved proposal was to take effect upon President Flemming's written ratification. The Board would divide into two bodies: the Program Council and the Student Administrative Board.

The Program Council would consist of "one representative from each agency in the Program Department: Forum Division, Social Division, Cultural Division, Personnel Division, Recreation Division, Public Relations, Op-Cit [Operation Citizenship], SEARCH, International Education Center, and Greater Oregon. [ASUO] Speakers and Debates [would] be combined with Forum Division."[128] Each of these groups would designate a division or an agency head to be nominated by the Program Council and ratified by the ASUO president. The chairmen of the Program Council would be elected by the members of the Council and ratified by the ASUO Senate.[129] The Student Administrative Board would consist of 12 student members and two faculty members. It would advise the director of the EMU on the administration and operation of the EMU and develop policies on the use of the public areas of the EMU and on student activities. The chairmen of both the Student Administrative Board and the Program Council would report directly to the ASUO president. The budgets for the two bodies would be prepared by each body, independent of each other, and submitted to the EMU director to be included as a part of the total Erb Memorial Union and Educational Activities budget. The chairman of each body would sit as voting members of both bodies, acting in a liaison capacity, and there was to be a joint meeting of the two bodies at least once per academic term. All programs and policy decisions conducted by either body were to be designated by the description "Student Activities."[130]

The ASUO Senate, at its January 25, 1968 meeting, approved a Bill, introduced by Senator Dick Eymann, entitled "Restructuring the EMU Board." The Bill was worded identically to the proposal passed by the EMU Board with the exception of adding special attractions to the responsibilities of the Student Administrative Board.[131] Upon passage by the Senate, ASUO President F. Scott Farleigh forwarded the proposal to President Flemming requesting his approval, noting that it had been approved by both the EMU Board and the ASUO Senate.[132] Flemming returned a copy of Farleigh's memorandum, noting his approval, dated March 5, 1968.

The Program Council became known as the ASUO Program Council and the Student Administrative Board used the acronym SAB. The House

Council that had been part of the EMU Board structure became a sub-committee of the SAB.[133] So ended the life of the SU/EMU Board as it had been structured since the building opened in 1950.

Delegation of the Responsibilities of the Student Activities Committee to the ASUO/SAB

In February 1967, at the suggestion of Emily Knupp, a student member of the Student Activities Committee, the committee began discussing the possibility of the faculty delegating all of the responsibilities of the Student Activities Committee to the ASUO, "thereby placing the responsibility for student activities on the desk where it belongs."[134] The committee passed a formal motion in May 1967 to recommend that its calendaring function for student activities, along with any other function so desired by the committee, should be delegated to a student committee appointed by the ASUO and that the delegation should take place immediately upon the ASUO formally indicating that they were prepared to take on these responsibilities.[135] Finally, in December 1967, Dean Donald DuShane, on behalf of the ASUO Senate, gave a notice of motion at a University Faculty meeting that would abolish the Student Affairs (Activities) Committee by repealing faculty legislation of February 3, 1902, which gave that faculty committee responsibility for all student affairs of the University except athletics, and repealing legislation of April 2, 1919 that provided that the committee would consist of 4 faculty members, 4 student members and the president of the University.[136]

At the University Faculty meeting of December 6, 1967, the faculty abolished its Student Activities Committee, effective February 15, 1968. In abolishing the committee, the faculty did so with the understanding that the University president would define the responsibilities and functions to be delegated to the ASUO. The faculty also noted that "the abolition of the Committee in no way affects the faculty's basic authority in the field of student affairs, and that, at any subsequent time, the faculty may choose to establish policies affecting the area or to re-establish a student activities committee."[137]

Flemming issued his memorandum delegating certain responsibilities

to the Associated Students of the University of Oregon on December 20, 1967. He delegated the following responsibilities to the ASUO:

1) The general responsibility for developing and carrying out policies relating to student organizations and on-campus extra-curricular activities. This delegation is subject to policy adopted by the faculty which states that permission should be refused for all events likely to interfere with scholastic work (Faculty Minutes, May 3, 1939);
2) The power to establish policies relating to student organizations and groups, and to grant or withdraw recognition to them;
3) The responsibility, subject to general University policies, for developing criteria to guide the University Calendar and Scheduling Officer in scheduling campus events and programs;
4) The responsibility, subject to general University policies, for the use of the University name, its buildings, property, and facilities by student groups;
5) The responsibility for developing and carrying out policies governing fund raising activities among students on campus . . . [138]

By informing Flemming of their willingness to assume the responsibilities of the Student Activities Committee, the ASUO indicated that they would in turn delegate these responsibilities to the EMU Board.[139] The EMU Board discussed the delegation of these responsibilities at their retreat on January 28, 1968 as part of the discussion of the restructuring proposal. Upon the approval of the restructuring proposal, these responsibilities became an additional responsibility of the new Student Administrative Board (SAB).

Issues Related to Incidental Fee Allocations and the SU and Educ. Act. Budget Committee

As referenced earlier in this chapter, students involved in student government wished to have more control over the allocation of incidental fees through the Student Union and Educational Activities Budget Committee. As early as November 1966, ASUO President Drummonds

recommended to President Flemming that students be given the controlling vote on the Budget Committee and that the primary authority for the student activities budget should be transferred to the ASUO Senate. His proposal would leave the SU budget with the SU Board and have the Senate make recommendations to the University President on the Educational Activities portion of the budget.[140] Flemming was quoted as saying: "Every student pays $67.50 a year in incidental fees to support student activities and student services. I believe students should be considered responsible enough to control that money."[141] Drummonds commented: "I . . . applaud President Flemming's favorable reaction to the two proposals which recognize that principle. I believe these changes will represent a significant step in the movement toward a student government that is meaningful."[142]

Flemming followed up his favorable comments by issuing instructions to Dean Jones, chairman of the Student Union and Educational Activities Budget Committee, that "except for those portions that deal with the maintenance and operation of the Student Union building, including professional and Civil Service staff," the budget was to be submitted to the ASUO Senate for its review and recommendation.[143] Following the Senate's action, the total proposed expenditure budget was to be submitted to Flemming's Advisory Committee on Student Activities and Services Budgets. That committee would then consider all budgets under its purview, e.g., student union and educational activities, athletics, health service, and gym suit and towel service. Their recommendation would be acted upon by the University president, and the Student Union and Educational Activities budget would be returned to the Student Union and Educational Activities Budget Committee along with the amount of income allocated by the President for their final adjustments.[144]

In July 1967, new ASUO President Scott Farleigh informed Flemming that he thought that the current procedure for incidental fee budget approval created a perceived inequity in procedure that adversely affected the Student Union and Educational Activities budget. That budget was submitted for approval to a whole series of committees when this was not true of other program areas that submitted their budgets directly to the President's Budget Advisory Committee. Farleigh proposed that all budget committees be eliminated and that budget recommendations go

directly from the ASUO Senate to the University president for approval. He also suggested that Don Schade, the president's budget officer, be an ex-officio member of the Senate's Fiscal Committee.[145]

Flemming issued an Administrative Memorandum on September 27, 1967 that abolished the Student Union and Educational Activities Budget Committee, which had been established by President Wilson on January 6, 1955. He also abolished the Advisory Committee on Student Activities and Services Budgets, which had been created by Flemming on December 1, 1966. The Memorandum established a new budget review process of all incidental fee funded budgets: the directors of the Health Service, the Athletic Department and the Student Union, given a set time table, were to develop estimates of the costs for their programs for the next fiscal year; copies of these proposals would be sent to the University president who would transmit them to the ASUO president; the ASUO president and the ASUO Senate were to then send their recommendations on the proposed budgets to the University president, who, after further consultation with the program directors and the ASUO, would determine the final budget allocations; and lastly, budget revisions throughout the school year would be submitted to the president of the University for approval, or in the case of major budget changes the President would consult with the ASUO before acting on the revision. The effective date of these new procedures was October 1, 1967.[146] These procedures remained in effect until the early 70s.

It should be noted that President Flemming left the University of Oregon to take a position as president of MacAllister College and Charles Johnson, dean of the College of Liberal Arts, became acting president for school year 1968-69.

A major battle over control of incidental fee monies began in the spring and early summer of 1969. The ASUO recommendation for the expenditure of incidental fees, following hearings by the ASUO Fiscal Committee and ASUO Senate and the preparation of both a "majority" and a "minority" report, was sent to Acting President Charles Johnson with ASUO approval of the "majority" report. The recommendation included the funding of four new programs as high priorities, rather than full support for traditional activities, such as the athletic department, the rally squad, the marching band and the gym suit and towel service. The

four new programs were: an ASUO visiting professorship, a center for conflict management, a center for ethnic studies and an ombudsman. The recommendation included a reserve fund of $100,000 for the athletic department (the usual allocation would have been about $250,000), the suggestion that local high school bands could play for football games and assistance with fund raising activities to support the rally squad. Representatives met with Johnson, prior to making their recommendation, and though he felt that he would have to weigh seriously any major changes in incidental fee funding, he encouraged the ASUO to set priorities they felt were important.[147]

The untimely death of Acting President Johnson in June 1969 meant that the decision on fee funding would be made by new Acting President N. Ray Hawk. Hawk announced that he would restore funding to the programs that had been cut, and he did not approve funding for the four new programs.[148] Representatives of the ASUO, who had retained the legal services of Springfield Attorney Robert Ackerman, threatened the University with legal action if the University failed to act on the ASUO's four new budget proposals by September 15, 1969. One of the issues was whether or not incidental fees could be used for academic purposes, as was being proposed in the new programs. Hawk's response to the threat of legal action was to suggest that the ASUO take their issue directly to the State Board of Higher Education, who would act on Hawk's recommendation on incidental fees at the University.[149] In the meantime, State System Chancellor Roy Lieuallen instructed institutional presidents to base their incidental fee recommendations on traditional considerations with no major changes until a new committee set up by the State Board of Higher Education could study the issues.[150] In a meeting between Hawk, ASUO Vice-President Sonia Sweek and ASUO President Kip Morgan, Morgan said, "Are we to understand, President Hawk, you are sympathetic to our demands, but your hands are tied to do anything?" Hawk's reply was, "Yes."[151]

The State Board's new Inter-institutional Committee on Incidental Fees was appointed by Lieuallen. EMU Director Dick Reynolds and ASUO Budget Director Jean Oliver were appointed to represent the University of Oregon on the committee. Staff and student members were appointed from each of the system institutions. The charge to the committee was to

examine each institution's procedure for allocating incidental fees[152] and to make recommendations "which might affect the degree of student control over incidental fee budgeting," and "for change in the activities funded by the incidental fee."[153]

The Inter-institutional Committee on Incidental Fees met on several occasions and issued their report to the State Board's Committee on Finance and Business Affairs on October 1, 1969. The report reviewed the history of the use of incidental fees and made the following basic assumptions: that the Oregon State Board of Higher Education had the authority to collect such fees; that the Board had the sole responsibility to collect and disburse such fees and could not relieve itself of that responsibility; that the Board had no desire to divest itself of said responsibility nor make any recommendation to the legislature to change the existing statute; that at that time the Board did not wish to assess students any additional fee or tuition to cover those activities funded by the incidental fee; and lastly, that "students have a major concern regarding the budgeting of incidental fee monies and should meaningfully participate in their apportionment and expenditure."[154]

The Report of the Inter-institutional Committee on Incidental Fees made five recommendations to the State Board Committee on Finance and Business Affairs:

A. That each institutional executive with the assistance of elected student representatives be requested to formulate the policies and procedures to be used on his campus in budgeting of incidental fee monies and to submit these to the Oregon State Board of Higher Education for its approval.
B. That students, through their elected representatives, participate in a meaningful way in the institutional determination of the budgeting of incidental fee monies.
C. That institutional policies and procedures should be submitted to the Board for approval so that they may be effective for budget preparation no later than the 1970-71 school year.
D. That the Oregon State Board of Higher Education be receptive to plans that may be unusual or innovative in an effort to obtain additional funds for use in the Educational Activities programs.

E. That the Oregon State Board of Higher Education consider moving the source of funding of Gym Suit Service and Health Service from the incidental fee to tuition and the general fund.[155]

In a statement released on October 8, 1969, the ASUO stated that they viewed the report as "an essentially meaningless document that does not address itself to the issue of student control of incidental fees. Nor had the ASUO been satisfied with the response of President Clark in negotiating the incidental fee budget and student control over it. Consequently, the ASUO has filed suit against the State System of Higher Education."[156]

The plaintiffs in the ASUO suit alleged "that the action of the State Board of Higher Education in allocating incidental fee money to the Department of Athletics and the School of Health, Physical Education, and Recreation at the University of Oregon acted in total disregard of their duties to the Plaintiffs, and such action [was] an arbitrary use and abuse of official descretion and exceeded their statutory authority in that they [did] not have the power to allocate student incidental fee monies in support of departments or schools that predominately provide instruction and maintenance of courses of academic credit."[157]

At its meeting on December 10, 1969, the State Board considered a recommendation from its Committee on Finance and Business Affairs, which provided that the institutional executives, with assistance from elected student representatives and other members of the academic community, formulate procedures and policies to be followed in the allocation of incidental fee monies. Because of the ASUO suit against the State Board, the Board voted to defer action on these recommendations pending the results of the court action.[158]

In a letter to Raymond P. Underwood, assistant attorney general, Robert L. Ackerman, attorney for the ASUO, put forth several proposals to resolve the incidental fee suit, some of which effected the EMU. He suggested that the EMU and Educational Activities budget account would be established at a base figure for incidental fee revenue purposes, and that the base amount increase at a set percentage each year in direct proportion to the fees collected at the University each year. Additionally, he suggested that all over-realized income would revert to the ASUO each year, that

the EMU plant and services be under the control of the ASUO and that the ASUO have control over all line-items in the EMU and Educational Activities accounts.[159] Underwood responded that the proposals were much broader issues than those in the original suit and that it would be advisable to allow the courts to determine the suit issues before considering these additional broader issues.[160]

The ASUO did not prevail in its suit for control over the expenditure of incidental fees. At its meeting of January 25, 1971, the State Board approved two motions to adopt a new policy regarding the expenditure of incidental fees. The first separated the health fee from the incidental fee and established a Health Service fee that would be allowed to fluctuate in its amount to meet the health service costs at each institution.[161] The second adopted a portion of the statement on incidental fees as proposed by the Interinstitutional Union of Students of the Oregon State System of Higher Education which read as follows:

> The duly organized and recognized student government at each institution shall appoint and delegate student representatives to meet with each institutional executive for the formulation of guidelines and procedures to be followed at that institution in the budgeting, allocation, and amount of incidental fee income derived as such at each institution. The guidelines and procedures shall be subject to approval by the State Board of Higher Education.[162]

In February 1971, Hawk wrote to Reynolds and asked him to assume the responsibility for preparing with student government the "basic criteria" that would be applied in determining how the incidental fee budget would be prepared and to establish procedural guidelines for budget preparation before review by the president. Hawk noted, "Since this is a new departure, we have been asked to establish the criteria and procedural guidelines and submit them for Board approval prior to actual determination of our budgets. We would hope that your deliberations will involve a wide in-put of student opinion."[163]

Reynolds put together a group of students representing the ASUO and other student organizations and programs funded by the incidental

fee. Over a period of several months they developed a document titled "Incidental Fee Committee Report," dated May 13, 1971. The student members of the committee were Ron Eachus, Iain More, James Tiger, Jack Orchard, and Mike Kment. Ex-officio members were representatives of the Athletic Department and the University Budget Office. The Committee was chaired by Reynolds. The report included a preamble that quoted the State statute under which: the State Board was authorized to collect the fee; the Board's delegation of the responsibility and authority to institutional executives; and the Board's adopted policy on the development of policy and procedures on each campus for the allocation of the fee, which involved the representative student government in both the development of the guidelines and the budgetary and allocation decisions about the fee. Additionally, the preamble contained the statement: "Based on the Board's delegation, President Clark delegates to the ASUO control over distribution of incidental fee income used in the "major" and "minor"activities subject to the conditions, criteria and procedures outline in the remainder of the statement."[164]

Major budget activities were defined as the Athletic Department, the Erb Memorial Union, the Associated Students and University programs. Programs within the areas of Associated Students and University programs were classified as Minor budget activities. Within both categories were some programs that had been "traditionally" funded. The general criteria stated that if the ASUO deemed it necessary to make substantial cuts in the level of incidental fee support of "traditionally" funded or Major budget activities, an orderly withdrawal of support would be provided and all contractual obligations would be met. Additionally, the ASUO and the University pledged to obtain alternate sources of funding for these activities, unless the University president did not feel that the circumstances would warrant such assistance.[165]

Specific criteria called for no special budgetary limitations on Minor budget activities. Specific criteria that applied to Major budget activities indicated that no budget could be reduced by more than 10% of the prior year's allocation and any consecutive reductions in the same budget area would require the approval of the University president. If the proposed budget reduction was submitted to the student body in a referendum, and passed with at least one-third of the student body voting, the reduction could exceed 10%.[166]

The remainder of the May 13th report contained the procedures for the budget development each year, including a general timeline, appeal procedures and procedure for amending the document, etc. Upon approval by President Clark, the report was sent to the State Board for their approval as the University of Oregon Incidental Fee Guidelines.[167] The State Board approved the Incidental Fee Committee Report from the University of Oregon at its June 9, 1971 meeting.[168]

The report became generally known as the Incidental Fee Guidelines, colloquially referred to as the "Clark Document."

Activities of the Various Program Divisions of the EMU/ASUO

Throughout the reorganization of the governance structure of the EMU, the various program divisions continued to sponsor activities and programs without interruption, first as members of the EMU Program Council and later as members of the ASUO Program Council.

The Personnel Division, which as the EMU Personnel Committee had served mainly EMU program committees, began to serve the ASUO and other student organizations in the fall of 1967. They sponsored an Activities Fair in October 1967, giving campus organizations, including independent groups, an opportunity to solicit members. Each group had their own booth and had the opportunity to explain their organization's purpose and criteria for membership.[169]

In the fall 1966, the Recreation Council notified the Board that they were planning on establishing on outing club to "encourage mountain climbing, hiking, skiing, etc., with overnight trips planned," according to Board Member Jim Wernsing.[170] The Outing Club began holding organization meetings in February 1967,[171] and in March they raised the question with the Board as to whether they would be able to charge membership fees. The Board denied their request to charge membership fees, even though the program might be severely limited.[172] In May 1967, the Board approved granting recognition to the newly formed Outing Club under the Recreation Council of the Board.[173]

By October 1967, according to R. C. Owens, chairman, the role of the Recreation Division was primarily administrative in that it mainly represented team sports. He stated that participation and enthusiasm were abundant, but that adequate financial support was an ongoing problem. The Outing Club, under the Council, conducted many classes and sponsored such activities as the film, "The Magnificant Skiers."[174] In January 1968, the EMU Program Council enthusiastically supported the idea of the Recreation Division sponsoring a Conservation Series that would be concerned with the future of natural resources in Oregon. The program would include speakers from all sides of issues, including industry.[175]

By the summer of 1967, the Outing Club was in need of permanent meeting and storage space. Chris Karp, associate EMU director and advisor to the Recreation Council, and members of the Outing Club approached the Housing Department to investigate the possibility of vacant space in one of the dormitories. Though Housing had no vacant space, they suggested that the EMU explore the availability of vacant space in the Hendricks Hall basement, a former dormitory. The Council wrote to Dean Jones, chair of the University Space Allocation Committee, requesting the use of the Hendricks Hall basement for the Outing Club. The letter to Jones explained the need for a good program of outdoor recreation in which varied interests such as skiing, hiking, mountaineering, etc., which had separate interest groups of varying degrees of success and fluctuating membership, could be brought together so that they could reach out into the whole University community. They indicated that several graduate students, who had come from the eastern part of the United States, had experience with outing clubs and advocated the establishment of such a program at the University. On August 3, 1967, Jones on behalf of the committee, granted the use of the Hendricks space.[176] to the University of Oregon Outing Club.

The University of Oregon Rugby Team combined with a team from Oregon State University were invited to participate in a playing tour of Great Britain, planned for August and September 1966. The team asked the SU Board for its endorsement so they could begin fund raising the $20,000 that would be needed to fund the trip. They would play seven games in 15 days and would be the first rugby teams from the United States to travel out of the country. The Board gave its unqualified endorsement so the team could acquire the University President's approval of the invitation and begin raising funds.[177] The funds were raised and Jack Cross, acting EMU director, accompanied the team to Great Britain where they had a very successful tour.[178] Cross, in a letter to McMillan, said, "The rugby tour went surprising well. We lost five, won three, and tied two games . . . The governor and president have received letters from officials over there praising the boys's behavior, etc. This, of course, sat well with the recipients."[179]

31. Combined U of O and OSU Club Sports Rugby Team, in Wales, G. B., c. 1967.

In summer and fall 1967, the University of Oregon Crew Team began discussions with the Recreation Division about the possibilities of being funded as a club sport under the auspices of the division as part of the Student Union and Educational Activities budget process. Jack Cross noted in a memorandum to Chris Karp that the Crew Team appeared to be an enthusiastic group of students who, with the help of Don McCarty,

had put forth a commendable effort. However, he cautioned that they would need to show evidence that they had made every effort to raise funds on their own initiative in order to gain the needed student support. He also felt that President Flemming would need to be convinced that there was a large amount of student support, particularly from the ASUO, before he would approve a budget request.[180] The Rowing Club (Crew Team) had been accepted as a new club under the auspices of the Recreation Council by action of the Board in March 1967. However, that action did not involve any monetary subsidy, but only gave approval for the Club's fund raising projects.[181] The Club also notified the Board that they had acquired two four-man shells from Oregon State University.[182]

The crew team practiced on Dexter Lake near Lowell, Oregon. With support from some of the residents of Lowell, the team was able to use the dock of the concessionaire at Dexter Lake, including a birth for the coach's launch, donated by Dr. J. A. Shotwell, director of the Museum of Natural History, and David L. Cole, curator of Anthropology. However, it was felt that a permanent dock and shell storage facility were a necessity and the U. S. Corp of Engineers and Lane County were willing to lease a site for such a facility and dock at a nominal cost. During 1967-68, the crew team estimated the cost of putting up such a facility would cost approximately $3,260 and the team felt that they could easily raise that amount in cash, materials and donated labor.[183]

The EMU Cultural Division sponsored the 8th Pacific Northwest Art Annual from April 15 through May 12, 1968 in the EMU Art Gallery, with a reception for the participating artists held on Sunday afternoon, April 21, 1968. Sculpture was the medium for this Art Annual, with 31 works by 23 artists on display. Two works received purchase awards: "Dream of the Peacock," by Manuel Izquierdo of Portland, and "Big Red," by Mark Sponenburgh of Corvallis. In addition, special recognition awards were presented to Tom Hardy, Portland, for his "Playing Horses," to Wayne Tayson, Corvallis, for his "Bethlehem" and to George Tsutakawa, Seattle, for his "Eternal Laughter."[184] The original large silver plaster-of-Paris sculpture by Mark Sponenburgh, that was to have been done in redwood (see Chapter IV), was removed from the pedestal on the mezzanine level of the main staircase, and "Big Red," a leaping salmon done in redwood, was hung from the ceiling over the pedestal in place

of the painted silver piece.[185] It was certainly a fitting replacement. Unfortunately, the hanging sculpture was stolen some months later and never recovered.

In fall 1967, the Social Division, headed by Mark Stephens and advised by Mary Hudzikiewicz, announced that they had scheduled approximately 70 movies for the school year, including a new Underground Movie series to be held every Wednesday evening, with a $.10 admission charge. Additionally, they indicated that Andy Worhal, movie producer and pop artist, would appear for a film-lecture on October 5.[186] As a follow up to Warhol's appearance, the Social Division announced that they would be showing three Warhol films in the EMU Ballroom on November 20 and 21, 1967: *I a Man*, *Banana* and *My Hustler*. Following this announcement, the EMU Program Council had a long discussion about the appropriateness of this sponsorship. It was felt that this program was a logical extension of the Warhol film-lecture and the class on experimental film. It was brought out that it had always been the practice of the EMU Board to expose University students to a wide range of views and experiences, but that it was also the responsibility of the Board to fully develop such programs into educational experiences and to adequately publicize the nature of such programs. The Program Council concluded that a policy statement would be issued clearly stating the rationale on which the Warhol films were being presented, that the Forum Division would schedule a Tuesday at 4 following the film showings to discuss the films and that publicity would also indicated that the Warhol films were meant for a mature audience.[187]

Following Andy Warhol's appearance for his film-lecture in October 1967, it was determined that Warhol had *not* made an appearance, rather an impostor had appeared in his place! Stephens informed the ASUO Program Council in February 1968 that the *real* Andy Warhol would make an appearance in the EMU Ballroom on February 21, 1968, at no charge to the attending students and no fee to the EMU/ASUO.[188]

As the new ASUO Program Council began to function in early 1968, Mark Stephens was appointed to head the council for the remainder of the school year and Carl Blackburn was selected to take his place as head of the Social Division. Additionally, Pat Madison was selected to head the Cultural Division and Gary Grimm was selected to head

the Recreation Division.[189] By April 1968, the ASUO Program Council had adopted a Constitution[190] and in May 1968 they adopted a statement of their immediate objective as follows: "The Program Council shall provide an opportunity for full, complete and rational utilization of personnel, both students and staff, facilities and services of the Erb Memorial Union."[191] They also determined that in answer to the question "should the divisions serve the council or the council serve the divisions?" the energy of the divisions should be spent on the programs of the divisions.[192]

In addition to the original program divisions of the EMU, the ASUO Program Council also included a number of ASUO agencies. Operation Citizenship was an umbrella agency that coordinated campus volunteer social action programs in the community, including the Special Child Program, Los Amigos, the Migrant Labor Project, a new Community Action Program and work with the Tongue Point Job Corps Program. Greater Oregon was a student-operated public relations program formed for the purpose of informing outstanding high school students of the opportunities available to them at the University of Oregon. SEARCH was an intermediary body to aid groups and individuals who wished to initiate new academic courses.[193] The International Education Center worked with students and foreign student organizations to provide information and resources for those interested in traveling, working or going to school abroad.

Also in the spring of 1968, Scott Farleigh, ASUO president, advocated for the removal of the Recreation Division from the ASUO Program Council and Stephens believed it should be placed under the EMU director's supervision. Gary Grimm, Recreation Division chairman, asked for time to discuss the complexity of the issues, the number of students involved and the budgetary implications.[194] Following extensive discussions, Grimm presented a report to the ASUO Program Council favoring the removal of the Recreation Division from the Council. The Program Council unanimously approved a motion to remove the division from the council and to place the Recreation Division including the Outdoor Program (Outing Club) under the EMU director, with funding to continue from the EMU and Educational Activities budgets.[195]

One of the final major programs of the Forum Committee, soon to become the EMU Forum Division, was to sponsor an intercollegiate conference as a part of their Awareness Series program, titled "The Student and the Curriculum." Held in May 1967, the conference intent was "to bring together a variety of experiences and viewpoints—student, faculty, and administrative—so that a better understanding of student movement relative to education [could] be achieved."[196] The conference came about as a result of increasing student interest in being involved in planning the curriculum of the University, in particular student initiated courses within the regular University curriculum. Six major guest speakers were invited to participate: Dr. Charles Harwood, dean of Fairhaven College, an experimental division at Western Washington State College; Barry Greenberg, coordinator and initiator of "The Experiment" at Stanford University; Dr. John Sheedy, dean of Undergraduate Studies at San Francisco State College; Dr. John Summerskill, president of San Francisco State College; Dr. Keith Goldhammer, associate dean of the School of Education at the University of Oregon; and Jay Dobkin, chairman of the Citizenship Council at Columbia College, Columbia University.[197] Following each major address by the six speakers, a panel of students and faculty from the University of Oregon acted as discussants of the speakers remarks.[198] The speakers addressed such topics as "The Philosophy of Learning and its Applications," "Student Confrontations of the Curriculum: Crisis and Opportunity," "Acceptance by University Authorities of Student Course Evaluations—Appeasement or Stimulus for Change," "The Concept of Student-initiated,-organized, and-administered Courses," and "The Case for the Establishment of an Experimental Undergraduate Division for Liberal Education."[199] In the spring of 1968, the ASUO Forum Division sponsored a second spring conference titled "The University and the Disadvantaged," noting that there was evidence that the University system was alien to the culture of disadvantaged youth.[200]

Originally, the responsibility for special attractions had been delegated to the Student Administrative Board (SAB). In the spring of 1968, acting on the unanimous recommendation of the ASUO Senate,[201] the SAB changed the Student Activity Regulations to transfer the responsibility to the Social Division of the ASUO Program Council. In making the transfer,

the SAB adopted criteria for the definition of a "special attraction." as follows:

1. The general interest to the University and/or community population.
2. The international, national, state, and local acclaim and/or notoriety of the person(s) and/or subject matter constituting the attraction.
3. The likelihood that a substantial number of persons will be attracted.
4. The situs of the attraction.
5. The fact that the attraction involves a contract with an individual, group or corporation.
6. The fact that admission is charged.
7. The cost of bringing or developing the attraction and the likelihood that a large profit or loss will be returned or incurred therefrom.[202]

The SAB also indicated that the Social Division would have the sole responsibility of negotiating the contracts for attractions, including any percentages involved, and would have the determination of any co-sponsorships. The Social Division, however, would still need to have the dates for special attractions and admission charges approved by the SAB.[203] President Flemming approved this delegation of responsibility for special attractions to the ASUO Social Division.[204]

The ASUO Social Division sponsored a large number of major special attractions during the 1967-68, 1968-69 and 1969-70 school years: the New Christy Minstrels; Chad & Jeremy; Baja Marimba; Righteous Brothers; Count Basie; Bob Hope (co-sponsored with Air Force ROTC); Dave Brubeck; The Supremes; "Brazil 66," Lou Rawls; Ramsey Lewis Trio; Iron Butterfly;[205] Joan Baez (co-sponsored with the Campus Draft Information Center—Resistance);[206] Simon and Garfunkel; Dionne Warwick; Bill Cosby; the Grateful Dead; Jose Feliciano; Cal Tjader; Peter Paul and Mary; Fifth Dimension;[207] Sly and The Family Stone;[208] Donovan;[209] John Mayall and Zephyr;[210] Chicago;[211] Neil Young;[212] and Cold Blood.[213] Most of the contracts were arranged on a percentage of gross, with the larger percentage going to the contracting agency or promoter who took the major risk, and a small percentage going to the Social Division to cover expenses, plus a percentage after the promoter's major percentage was taken. In effect, there was not a major financial risk to the Social Division in these arrangements.

The ASUO Cultural Division continued to sponsor the Pacific Northwest Art Annual and in 1969 the 9th Annual featured prints, with 88 works by 46 printmakers. The exhibition was held in the EMU Art Gallery, with a reception for the participating artists held in the gallery on April 26, 1969. Eight of the participating artists received purchase awards and their works were included in the EMU permanent art collection. The eight works were: "Cadaver," a copper engraving by James Hibbard; "Awash," a color etching by Laverne Krause; "Ken Met Barbie," an intaglio by Betty LaDuke; "Bulerias," a lithograph by Shepard Levine; "I am Beautiful," a lithograph by Norman Lundin; "Lady Warrior," a color intaglio by Lyle Matoush; "Sobrepena's Owl," a woodcut by Jessie Wilbur; and "XYZ #2," by Anna Wong.[214]

In October 1969, the ASUO Cultural Division sponsored an appearance of the Swiss Theatrical Company's "Schauspieltruppe Zurich" performing *Die Ehe des Herrn Mississippi*, by Durrenmatt, in the University Theatre in cooperation with the German Department.[215]

The Cultural Division continued to sponsor the Little Concert Series in 1969, with a six concert series and the opportunity to purchase season tickets for four or six of the concerts. Additionally, the Division continued to sponsor the "World Around Us" film lecture series that in 1969-70 featured programs on Laos, Colombia, Denmark, Morocco, India, Israel and British Columbia.[216]

A major change in the way in which programs were administered took place in October 1969 when the ASUO Senate passed by unanimous consent a bill introduced by Tom English to abolish the ASUO Program Council. The bill noted that the council existed by the authority of the ASUO Senate, that the council "constitute[d] an unnecessary bureaucratic bottleneck between member agencies and the ASUO Executive,"[217] and that agencies "should be responsible to the programs and policies of the ASUO Senate and Executive."[218] The bill went on to indicate that the heads of the various agencies would be members of the ASUO Cabinet. Additionally, the bill required that each agency prepare a plan for the continuity of "capable agency leadership" and noted that the agencies would operate under the direction of the ASUO President.[219]

During the 1970-71 school year, a new ASUO agency was formed by combining the old Speakers and Debates area, the Cultural Division and the Social Division. The new agency was called the Cultural Issues Center (CIC) and its purpose, as stated by Reynolds to Robert D. Clark, new University president, "was an attempt to coordinate and integrate the three divisions in a way which would give depth to programming. Because most of our contemporary problems are dealt with and reflected in all aspects of our culture, this seemed like a most logical way to approach these problems."[220] One of the first things that the CIC did in fall term of its first year was to over spend its entire speakers budget for the year when it sponsored a program on Institutionalized Racism that cost in excess of $15,000. According to Reynolds, they "saw this disaster coming and none of the student body officers felt that they had a strong enough political edge to stop such gross expenditures in the light of relations with the minorities and the radicals."[221] This was not an unusual occurrence during this time of protest and concern for civil rights.

By the spring of 1971, the CIC had changed its name to ASUO Cultural Forum and in addition to the activities of the Speakers and Debates area, the Social Division and the Cultural Division, it included the activities of the old Forum Division.[222]

The Outdoor Program

By 1969, the programs of the Recreation Division had been evolved into the University of Oregon Outdoor Program, formerly the Outing Club, and the Club Sports Program, both reporting to the director of the EMU through their two program coordinators. Describing the Outdoor Program to the president of the University, Reynolds noted that "1100 students, faculty and staff at the University of Oregon [were] cooperatively pursuing self awareness, group interaction, and personal skill development in an outdoor setting. This fascinating and unique opportunity is available through the U. of O. Outdoor Program. Participants [had] developed over twenty separate outdoor pursuits ranging from summer beach hikes to kayak and canoe river tours to full scale mountaineering excursions."[223] Since the fall of 1968, 175 outings were executed and over 100 of those had included instructional sessions. He went on to say that, "these participants find themselves cooperating and communicating in a meaningful manner with others who have similar educational, social and outdoor interests."[224]

The Outdoor Program described itself as "an open, low structured center for wilderness pursuits and environmental education. There [were] no membership, no dues, no rules, and no restrictions on who [could] participate."[225] Trips were originated by individual volunteers, with the only charges being for the cost of actual food, transportation and equipment. By 1973, over 400 trips a year were being planned through the Outdoor Program, initiated by people posting a notice on the "trip board," in Room 23, EMU, the program's headquarters.[226] Referred to as Cooperative Wilderness Adventures, trips were organized by the participants to such places as a week-long Bruneau River run, a week rafting the Salmon River in Idaho, a bike tour from Eugene to San Francisco and a weekend backpacking in the Three Sisters Wilderness. A key to this trip philosophy was that everyone who decided to participate helped to organize various aspects of the trip, helped define the trip objectives and had the opportunity for a personal learning experience. There were no trip leaders as such, with each individual being responsible for themselves and their actions. The Outdoor Program supplied knowledgeable resource people to helped individuals build their skill levels and learn knew skills.[227]

In the spring of 1973, the Outdoor Program, along with the Idaho State University Outdoor Program, planned and executed two clean up trips in the sub-zero environment of Mt. McKinley in Alaska. Called the Denali Arctic Environmental Project (DAEP), the two expeditions collected, burned and carried out hundreds of pounds of trash from North America's highest "dump." Gary Grimm, Outdoor Program coordinator, said that "Garbage and waste left on McKinley will stay perfectly preserved for years" . . . "We wanted to show that garbage was not a pre-requisite to a successful expedition."[228] The first group left Eugene on April 27, 1973 and included four individuals, including Grimm. The second group left on May 29 and included six participants. Not all made it to the summit, due to altitude sickness, but those who did had an experience of a lifetime. Despite the hardships of the world's most extreme environment, DAEP

members hoped their effort to leave a clean wilderness environment could be an example for all climbers.[229]

In the spring of 1974, the Outdoor Program sponsored a Wilderness Programs and Environmental Ethics Conference. Held at St. Benedict Lodge on the McKenzie River, the conference purpose was to coordinate action for wilderness legislation and to discuss group and individual wilderness ethics. According to Bruce Mason, assistant coordinator of the Outdoor Program, they would "examine various environmental and legislative problems facing the wilderness areas and formulate plans for action to deal with them."[230] The conference featured a variety of panels discussing current river management plans, wilderness ethics and wilderness use and abuse.[231]

Club Sports

Describing the Club Sports program to Acting President Johnson, Reynolds said that the "Club Sports program attempts to meet the athletic needs of students, faculty and staff that are not being met by existing inter and intra-collegiate programs. The key to the program's success is the fact that all clubs are student-initiated and emphasis is placed on participation rather than winning."[232] He went on to explain that even though participation was emphasized, many of the clubs had won conference championships and that all clubs competed on an intercollegiate basis. The coaches for each team were selected by the team members and performed their duties without monetary compensation. At that time, the number of individuals participating in the various teams were 45 in soccer (current Portland Soccer Association champions), 45 in rugby (current Northwest Intercollegiate Rugby Conference champions), 20 on the ski team (current Northwest Ski Conference champions), 30 in lacrosse, 15 in water polo, 15 in bowling, 20 in judo, 18 in volleyball, 12 on the rifle team and 50 on the crew team.[233] For the 1971-72 school year, the Oregon Crew Team raised money from outside sources in order to pay their new crew coach, Don Costello, a salary of $4,000 on a .5 FTE basis for the academic 9 month year.[234] Because this action ran counter to the traditional Club Sports philosophy of volunteer coaches, when the issue arose during budget preparation for the next fiscal year, 1972-73, the Club Sports Council (made up of all of the Club Sports coaches), on the recommendation of Gary Bartlett, EMU recreation coordinator, voted to drop crew as a Club Sport and from the Club Sports proposed budget. The crew looked at three options: staying as a Club Sport without a paid coach; proposing to be a program of the Athletic Department; and being an independent entity. After rethinking their position, the crew decided that they would remain as a Club Sport with a volunteer coach, and their budget was put back in total in the Club Sports budget for 1972-73.[235]

By 1972-73, the Club Sports program had added clubs with intercollegiate competition in soccer, fencing and karate,[236] and by 1975-76 had added bicycling, badminton, equestrian, handball, racquetball, rodeo, sailing and table tennis.[237] A formal process was developed for admission to the program as a new club. An executive committee of the program with a representative from each team and the non-voting Club Sports coordinator was formed and one of its responsibilities was to determine whether a club met the appropriate criteria for admission to the program. The criteria, in priority order were: student interest in the activity; availability of an appropriate facility at convenient times; the availability of competition; the availability of volunteer coaches and officials; being a sport not currently available on the campus; and the availability of funding. Clubs could be admitted in full standing with adequate funds, in partial standing with funds for entry fees and some essential equipment, or recognition only with no funding. Individuals participating in the all clubs were prepared to contribute towards the programs' costs and made substantial contributions toward club expenses. The subsidy of the program from incidental fees assisted with the costs of administration, uniforms and travel.[238]

Building Use and Other Policy Matters

As early as January 1966, the issue of placing temporary structures on the EMU front lawn and elsewhere on campus initiated the need for a more definitive policy on the matter. Until that time, the Campus Planning Committee made such decisions about most of the campus grounds, except for the grounds around the EMU, which were the

responsibility of the EMU Board, and later its successor, the Student Administrative Board. In that year, Ellingson gave approval on behalf of the Campus Planning Committee for several temporary structures for the ASUO Poverty Conference scheduled for that month: a small fort between PLC and the Art Museum; a podium in front of Commonwealth Hall; and a structure between Allen Hall and the Science Building. At the same time, the Board gave permission for a structure on the block of the student union.[239] In the case of the Poverty Conference, the ASUO assured the administration that the structures would be maintained, they would be erected on January 15th and be taken down on January 24th, and no litter would be allowed.[240]

Though this event occurred without major incident, concerns were expressed over the possible damage to the lawn in front of the student union, etc. In October 1966, the Board deliberated on a request by the Peace Corp to put up a tent on the front lawn of the student union, as they had done the previous year. The Board approved the request by a vote of seven in favor, five against and two abstentions. Because of the close vote, Jim Beat, Board chairman, sent a letter to President Flemming asking him to make the final decision on this matter.[241] The alternative would have been to schedule the Peace Corp recruiters in Room 101 of the student union.[242] Flemming did not approve the request. As a result of this action, the Board appointed a committee, chaired by Ken Settlemeier to draft a more definitive policy statement on the use of temporary structures on the student union front lawn. Settlemeier's committee reported back to the Board in November 1966, and the Board adopted the language of the proposed policy with the addition that the presence of structures be limited to one week.[243] The policy dealt with such issues as who could erect structures, under what supervision, with what materials and issues of not allowing overnight use, etc. Even with this new policy in place, I. I. Wright, Physical Plant director, continued to have concerns about destroying the beauty of the campus by wearing out lawns, and the expense of maintaining lawns on the Physical Plant's small operating budget. When he raised the issue with the Campus Planning Committee, Wright was assured by Dean Jones that "the Student Union Board had been given the responsibility for erecting temporary structures on the Student Union grounds . . . in his opinion, the students were very responsible and would be careful not to destroy the fine landscaping surrounding this building, and he felt that further clearance would not be needed."[244]

By 1967, it became apparent that with the increased intensity of use of the Free Speech Platform on the Student Union terrace a formal use policy was needed. The Student Activities Committee approved a policy statement on this matter as follows:

> The Free Speech Platform, located on the Erb Memorial Student Union Terrace, may be used at any time by any group or individual for the purpose of free speech. (a) However, the right of free speech may not spare the speaker from legal action if the substance of the remarks are found to violate the legal rights of others. Use of the Free Speech Platform does not accord speakers immunity from legal action. (b) The essence of the right of free speech is the freedom of the speaker to make his statement. Both the speaker and audience are entitled to proceed without being subject to physical violence. Persons deliberately engaging in acts of violence may be subject to removal from the premises and prosecution under the law. (c) The Erb Memorial Student Union Board is responsible for administering and interpreting policies for the Free Speech Platform.[245]

Prior to 1967, the Board had adopted a building use policy pertaining to the publishing and use of posters and flyers, and to actions that might interfere with a scheduled program. That policy read:

1. No person shall publish, post or circulate in the Erb Memorial Union any letter, circular, bill, poster or other publication unless it bears the name and address of the local sponsor.
2. No action, activity, event or program may, either by intention or default, interfere with any program, meeting or event of any other organization.
   A. This policy shall pertain to:

1. Prevention of a speaker from speaking.
2. Prevention of the audience from hearing or seeing the speaker.
3. Obstruction of entrances and exits.[246]

This policy later became the promulgated policy of the University. Each of these policies became very important as the campus became the site for student protests, marches, and other very activist movements.

During the late 60s, more and more junior high and high school students began to frequent the EMU. When it was reported to the EMU Board that 80 to 90% of the attendance at Bottom of Bowl dances were high school and junior high students, the Board approved a policy that dances in the EMU be restricted to college students and their invited guests.[247]

In order to streamline their workload, the Student Administrative Board approved a policy that the chairman of the SAB could approve fund raising activities, dances and the scheduling of other events, and could approve group recognition. If the application were of a controversial nature or if the chairman refused permission, then the application would be put on the agenda for the next SAB meeting and the Board would be notified each week of the decisions of the chairman. The SAB passed this policy in order to save time at their business meetings for more pertinent discussion and decisions.[248]

Financial and Budget Issues

The revenue producing ability of the EMU had always been of concern, and in the late 60s, early 70s that ability had nearly peaked until such time as new space was created or new needs identified. Reynolds, responding to a request from Ray Hawk, dean of administration, for input into the continuing deliberations regarding policies by which incidental fees were allocated, noted that on the basis of an on going 5% rate of inflation alone, the EMU would need an additional $114,000 in fees by July 1, 1975, not including the amount need to keep up with inflation on

the budgets of the programs of the Associated Students and other educational activities. If the Legislature were to approve an addition to the EMU to open by the fall of 1973, an additional $208,700 would be needed by that same date. Reynolds pointed out to Hawk that the needs of the University were continually changing, becoming more complex and greater in number. He shared grave concern for the future ability of the incidental fee to provide the necessary support for the Union portion of the department's budget and a grave concern for the future funding needs of the ASUO and other university/educational activities.[249]

A change in the way that the Student Union and Educational Activities fiscal operations were handled took place as a result of Legislative mandate from the Ways and Means Committee to the State Board of Higher Education. The mandate made the Board's Office in Corvallis the bank for EMU's funds, which had always been disbursed by check from local Eugene banks. Beginning on July 1, 1970, all funds would be disbursed by the Comptroller's Office rather than through local banks. The University Business Office would continue to maintain its accounting function for the EMU, until such time as that function was taken over by the Comptroller's Office or the University Computer Center.[250]

The State Board's Budget Office requested that for the 1971-72 budget the Erb Memorial Union's budget should be separated from the Educational Activities budget (student controlled activities) into two separate accounts. Following discussions between Reynolds, McMillan, Tom Brady, auxiliary budget officer, and Ralph Sunderland, University budget officer,[251] a decision was made to put all of the ASUO activities under one account, and the EMU operational units and programs under a second account.

In July 1971, after 20 years, Don Schade, University budget office, was instructed by Vice President for Student Affairs Gerald K. Bogen to discontinue the practice of having the EMU budget carry a $1,000 payroll contribution to the salary of H. P. Barnhart, director of housing. Bogen noted that in the early days of the union this arrangement made sense, but it did not need to be continued in the future and that both and Reynolds and Barnhart concurred that it did not reflect current practice.[252]

EMU Print Shop

For many years, the EMU offered a mimeographing and dittoing service, lodged in a third floor closet, to students, student organizations, the ASUO and EMU programs and to some individual faculty members. By mid-1968, it had become apparent that the service needed better equipment to meet the needs of its campus customers. Because the University Press had the responsibility for all copying service for the campus with the exception of the small EMU operation, it was necessary to work out a set of criteria for how an expanded EMU operation would work with Carryl H. Wines, superintendent of the University Press.[253] The following criteria were agreed to by Reynolds and Wines:

1. That this copying service be made available only to individual faculty and students, student organizations, the Erb Memorial Union and the ASUO.
2. That the service be limited to copying and duplicating.
3. That no metal plates [would] be used in the copying process.
4. That this copying service [would] not by design duplicate any service, excluding those listed above, now handled by the University Press.[254]

Upon acquiring the additional equipment, it was necessary to move the operation from the third floor of the EMU to larger quarters. One of the larger office spaces in the back hallway of the Mezzanine was selected as the home of the new and larger EMU Print Shop.

The Print Shop was not without controversy, particular as the more radical student groups became recognized student organizations. In response to requests by some organizations, the SAB decided to no longer require the identification of the originator on material printed in the EMU Print Shop. In October 1968, Acting President Johnson temporarily suspended the action of the SAB so that he could inform himself on the issues and the applicability of a California Court decision to the University situation. Johnson noted that he had "some difficulty in understanding how the failure to identify the originator of either an oral or written statement can possibly be an element of a policy of freedom of expression, in view of the large body of precedent which suggests that freedom of expression requires responsibility for that expression."[255]

During this era, the most controversial matter that involved the EMU Print Shop was the printing of a flyer, ordered by Students for a Democratic Society (SDS). The flyer became a state wide issue, with comments from alumni, the governor, and others, and that made life very difficult for Acting President Johnson. Printed on a yellow 8 ½ x 11 sheet of paper, the flyer advertised a U. S. Memorial Week. The flyer used the word *fuck* that had been the subject of a public controversy the month prior when printed in the *Oregon Daily Emerald*. In addition, a drawing appeared on the flyer that was described by some as offensive, if not obscene. The drawing was of a nude fat man wearing a military cap, squatting, eating young men and defecating them as soldiers. According to Reynolds, 4,000 copies of the flyer had been printed by the EMU Print Shop and paid for by SDS.[256] The flyer's purpose was to advertise an SDS sponsored week that would include a "Radical Film Festival Nov. 12 & 14, Columbia revolt, the Motherfuckers, Boston Draft Resistance, Pentagon demonstration, Black Panther Huey Newton, and more. . ."[257]

In order to deal with the issue, Johnson called a special meeting of the Student Administrative Board to secure their advice about the circulation and printing of such material, since the policies of the EMU Print Shop were an SAB responsibility. Johnson explained to the SAB that he had or would be confronted by parents of students, state officials and members of the local community asking him "what type of university allows the advertisement of an event on state property to be publicized in such a manner as exemplified by the S.D.S. flyer."[258]

The SAB debated the issue in two parts, first the issue of freedom of expression and second the issue of distribution of pamphlets expressing a particular point of view. The Board reviewed matters such as the University as an open forum, the value of academic freedom, complaints against the establishment and what that meant to the community at large, the issue of prior restraint and whether that would be constitutionally legal and whether there was any need to change present policies. President Johnson, who was present at the SAB meeting, stated that the

matter before the Board was one of taste and the "projection of an image of the University to the public who supports this University with taxes."[259] Johnson further stated that it was "the University's duty to defend its stand if they believe it is right, or to act upon any issue which is contrary to the University viewpoint."[260] After further discussion the SAB passed a motion that strongly urged the president to support the right of SDS to circulate the flyer in question. Board Member Steve Milam summarized the Board's position by stating, "The logical policy behind the Board's stand is the constitutional right of freedom of speech. If we lose funds, it is the price we pay for freedom. If we curb freedom for expediency reasons, we are opening the door for compromising; and one cannot compromise freedom."[261]

An example of the kind of input that the president was receiving from outside the University was this statement by Governor Tom McCall: "I am horrified . . . . I am even more concerned to realize that it is coming from our state university. I am notifying university officials of my concern, and I am requesting that they take appropriate action to prohibit this sort of trash in the future."[262]

On the other hand, the *Eugene Register-Guard*, in an editorial on November 19, 1968, stated in response to the question of "whether, because some students violated principles of what some consider good taste and others morality, the university itself ought to impose special sanctions against them?" the *Guard* responded: No.[263] The editorial went on to state that "the reason the university should not censor foul-mouthed students is that those students should be treated as adults, fully responsible for their own actions. They should not be considered special. And they should not be treated as children."[264] It went on to say that students should be subject to the same laws as the rest of the community, and that "students have the same freedom to speak and act—laudably or reprehensibly—as members of society at large."[265] The editorial concluded that "a citizen or a governor incensed by some student's language is perfectly free to communicate his outrage to the offender. In this instance, the outrage has been misdirected against a university whose function is neither part-time parent nor part-time sheriff."[266]

In the end, Johnson appointed a student-faculty committee to formulate policies on the use of University printing equipment and that committee, chaired by Dean of the Law School Eugene F. Scoles, issued its final report some months later. The report contained both a majority and a minority statement. Due to the death of Acting President Johnson and the arrival of new University President Robert Clark, the EMU did not receive final confirmation of what the policy would be until October 1969. Clark confirmed that the Majority Report of the committee had been accepted by the president, which stated that "it is the responsibility of any person or group using University facilities for duplicating, posting or distributing materials on the campus to be aware of all federal and state statutes applicable to their activities and that it is also their responsibility to take such steps as are necessary to insure compliance with all applicable law."[267] The report went on to state that all materials printed to advertise any scheduled event would have the identity of the sponsoring organization on the face of the material. Additionally, the identification of the individual who placed the order for the printed material and the name of the organization involved would be attached to a copy of all duplicated material and would be kept on file in the EMU Print Shop.[268]

Following the receipt of the president's approval of the Majority Report, the EMU was given permission to proceed with a plan to pursue increasing the equipment available in the Print Shop, in order to increase its gross business without needing to increase its payroll.[269]

Recreation Center (Games Area)

What had originally been referred to as the Games Area of the EMU was now called the Recreation Center. No longer managed by Louis Bellisimo, whose duties were nearly full time in the P. E. Department, the Rec Center now fell within the job responsibilities of Gary Bartlett, recreation coordinator. Bartlett, also responsible for the burgeoning Club Sports program, was assisted by graduate and undergraduate employees in the actual management of the center itself. Bellisimo, at .15 FTE on the EMU payroll, continued to serve as the bowling coach and to advise the Games Committee for billiards and bowling tournaments and was available to give advice and counsel on the operation and maintenance of the bowling alleys.[270] In early 1968, Bellisimo was featured in *Bowling Magazine* and

referred to as the "dean of college bowling instructors," and was honored for his promotion of bowling on a national scale and for his success in teaching bowling courses at Oregon.[271]

The Recreation Center continued to sponsor a Faculty-Staff Bowling League in 1969, running for both fall and winter terms.[272] The program continued through 1972 with teams of both men and women. In the year prior there were ten men's teams and six women's teams who participated in these handicap leagues. In addition to regular weekly league play, a Turkey Shoot and Sweeper were scheduled for the end of fall and winter terms.[273]

Upon the retirement of Bellisimo in June 1972, Jeanine Bennett from Eastern Illinois University and Franklin High School in Seattle, was hired to replace him. She had been a physical education teacher with a main interest in bowling instruction. Her employment contract continued with 85% assigned to the Physical Education Department for teaching bowling classes and 15% assigned to the EMU. Hers was a nine month faculty appointment and a graduate assistant was hired as assistant manager of the Recreation Center and to be responsible for the summer operation of the center, with Bartlett assisting with the teaching of bowling classes in the summer.[274]

In October 1972, Roger Bronks, Recreation Center student manager, announced that a fleet of 14 aluminum canoes was available for rental use by students, faculty and staff of the University, noting that they would be available through at least the end of October, depending upon weather conditions. The rental charge was $.75 for use on the Millrace and $3 per day for use off of the Millrace, with rentals being arranged either at the Recreation Center desk in the EMU or at the Canoe House on the Millrace (for use on the Millrace only).[275]

With the resignation of Gary Bartlett, recreation coordinator, at the end of school year 1973, Reynolds hired Ned Shafer, whose background had been in YMCA recreational work, as Bartlett's replacement. Bartlett resigned to take a position as union director at St. Cloud State University. Additionally, Reynolds made the decision to hire a full time recreation center manager, a classified position which required the manager to both oversee the center and act as the bowling lane mechanic. Mel Fiese, who trained at the union at Fresno State University in California, had the

desired qualifications and was hired to begin as the center manager on September 1, 1973. Fiese was informed by Reynolds that he would report to Ned Shafer, recreation coordinator.[276]

Child Care and Development Center

In September 1969, a group of seventeen low income families formed a babysitting cooperative and rented a small house from a church for $50 per month. Each family paid a fee of $4 per month and agreed to provide 10 hours of work per month. This co-operative operated for five hours per day, three days per week.[277]

In late fall 1969, the cooperative caught the attention of a group of university students from the Women's Liberation organization who argued that the lack of inexpensive and adequate child care facilities "created a situation which made it virtually impossible for some women to end the poverty cycle within which they were caught."[278] They stated that without child care options a mother could not obtain a sufficient formal education to make it possible for her to enter the job market at a competitive level. It was pointed out that what was true for a small number of white women at the University, it was certain to be true of minority women students.[279] What began as a small but growing movement was joined by a group of articulate faculty wives, who volunteered to assist with creating a child care center on the campus.[330]

When he learned of the interest in and need for child care by students, University President Robert D. Clark agreed to help and encouraged the group to become affiliated with the ASUO to make it easier for the University to enter into any official relationship with the organization. Clark assigned Shirley Wilson, associate dean of students, the task of working with the interested group and the ASUO, to give assistance on his behalf and to look into possible facilities that might be available for use as a child care center.[331] Wilson reported to Clark that the ASUO Cabinet, following discussion of the matter at their January 30, 1970 meeting, was interested in the project and would attempt to assist the group in any way possible.[332] In the meantime, the ASUO Senate passed a bill supporting the creation of a day care center at their January 29, 1970 meeting. The bill read:

WHEREAS: The ASUO recognizes the need for low cost children's day care center.

WHEREAS: The establishment of a permanent day care facility requires careful planning, budgeting and program development. THEREFORE BE IT RESOLVED THAT: The ASUO supports the establishment and development of a day care center.

BE IT FURTHER RESOLVED THAT: The ASUO establish a reserve of $4,600 to support a day care center.

FURTHER THAT: The funds be released upon approval by the Senate, of the Program Content.[333]

In looking for a facility to house a day care center, J. O. Lindstrom, director of fiscal affairs, advised Clark that there was a house, owned by the University, at 1511 Moss Street that would be suitable for use as a day care center. He noted that it rented for $150 per month, that the tenant must pay heat, lights, water, cleaning and yard work, and that the University Housing Department could not furnish it rent free because of the State Board's policy that Housing must be self-supporting and self-liquidating.[334] Additionally, it was determined that unless the property was zoned R-4 it would require a conditional use permit to do any necessary remodeling of the house.[335]

The loosely organized committee of interested parents and non-parents, both students and non-students, met with Wilson, representatives of the ASUO and Neil Murray, EMU program staff member, to discuss the funding possibilities and other assistance that would be available upon affiliation with the ASUO. The meeting was chaired by James Tiger, chairman of the ASUO Senate Fiscal Committee. After much discussion the group decided that the center should be open only to University student parents and that the best alternative was to apply for recognition as an ASUO Agency. At that point in the meeting, certain individuals withdrew from any formal leadership of the committee, stating that the proposed alliance with the ASUO, the University administration and the restriction of the center to student parents was not compatible with their political views. Though they withdrew from active participation

suggesting that the leadership should be assumed by student parents, they agreed to support the effort.[336]

Mrs. Jane Fischer was named chairman of the new child care committee and began working with other parents to draw up a proposal to submit to the ASUO Fiscal Committee.[337] A Charter for the ASUO Day Care Center was developed and it was adopted by the ASUO Senate by unanimous consent at its February 25, 1970 meeting.[338] The charter called for a cooperative center, directly governed by a Governing Board made up of two members appointed by the President of the University and five members appointed by the ASUO President and confirmed by the ASUO Senate. The Governing Board's responsibilities were described as having "the general management and control of the business and affairs of the ASUO Day Care Center and shall exercise all of the powers and perform all of the duties which may be exercised or required to be performed by the Day Care Center under the charter, applicable law and ASUO Senate direction."[339] Included in the duties was the task of employing staff for the center. Attached to the charter, approved by the Senate, was a budget for the remainder of the academic year in the amount of $9,039, including four months rent at $200 per month, two salaries at $400 per month for four months and $4,268 for remodeling costs. The remainder was for food and equipment for the center.[340] However, the ASUO Senate only approved the original pledged amount of $4,600 when they approved the charter.[341] Sonia Sweek, ASUO vice-president, forwarded the charter for President Clark's approval on March 6, 1970.[342] President Clark appointed two members to the Governing Board, following receipt of Sweek's letter. His appointees were Mrs. John Shepherd and Dr. Hazel Breslin.[343]

At the beginning of spring term in April 1970, there appeared to be a stalemate over the establishment of the child care center. The ASUO was waiting to hear from the University about what its commitment would be and the University was waiting to hear from the ASUO Senate as to what their commitment would be.[344] In the meantime, Reynolds initiated the process through the University Personnel Department to hire two part-time domestic worker Is to act as aids to assist the full-time day care center director, noting that the funds to operate the center were not tax supported but would come from the ASUO.[345]

Finally, ASUO Senator Davis met with Ray Hawk, dean of administration, to clarify the confusion. Davis was informed by Hawk that the University was prepared to honor its commitment but wished to see a clarified proposal that had a more explicit budget and that showed a closer relationship with the Education Department on campus [346] Subsequently, a meeting of all of the parties involved was held to on April 16, 1970 and most of the agreements between the University, the ASUO and the Governing Board were worked out. Attending the meeting were: Shirley Wilson, associate dean of students; Ray Hawk, dean of administration; W. N. McLaughlin, University business manager; Richard Reynolds, EMU director; Jo Ann Youngblood, News Bureau; Richard Emigh Physical Plant; Mildred Robeck, Education Department; Betty Swinkels, State Welfare Division; Jim Tiger, ASUO Finance Committee; James Davis, ASUO Bureau of the Budget; Sonja Sweek, ASUO vice-president, Elizabeth Wagner, Day Care Center director; Andrea Bacal, Day Care Center assistant director; Kam Magor, Day Care Center assistant director; Lance Carden, Day Care Governing Board chairman; Ellen Stines, Day Care Governing Board secretary; and Board members Ruth Shepherd, Gretchen Schutz and Kathi Balk.[347]

At the April 16th meeting, several major decisions were announced. Dean Hawk stated that "the University would renovate the facility [1511 Moss Street] to the extent necessary to meet minimum [State certification] standards."[348] He also stated that "the University would assume responsibility for the monthly rental of $150 for the house."[349] Carden assured the University administration that the Governing Board had included the cost of maintenance and utilities in their operational budget that they had submitted to the ASUO for their approval.[350] McLaughlin informed the group that the University's liability insurance would cover the paid staff of the center, but that coverage for the children and for volunteers would need to be worked out later.[351] Following the meeting, Hawk sent a memorandum of understanding to Wilson covering the University's agreement regarding facilities and rental terms.[352]

Robeck, representing the School of Education, reported that an ASUO SEARCH course in Day Care Centers was being offered in the current term, that Ed 405 and Ed 507 could use the centers for practicum experience—and at the same time provide some volunteer assistance—

and that both the Home Economics and Psychology Departments had expressed interest in the educational value of the center.[353]

Though the Governing Board had hopes of opening the Day Care Center by the 1st of May, the building was not ready until the beginning of summer term. However, an announcement was carried in the *News Bulletin for Faculty and Staff of the University of Oregon*, April 24, 1970, indicating that applications were available to UO students, staff and faculty members who were interested in placing their children in the proposed ASUO center, though no opening date was yet known.[354]

The center did finally open on Monday, June 22, 1970, operating on a part time basis for several days in order to orient children to the facility. The regular full schedule began on June 29th. Parents were required to donate some of their time toward the operation of the center. The facility was set up to accommodate 30 children of students, aged six months to six years in a state licensed facility. Children were enrolled on a priority basis based on their parents financial need. Andrea Bacal was the Director of the center when it opened, assisted by Elizabeth Wagner, Robin Milich and Kam Magor, paid staff.[355] Twenty-seven families were served when the center opened. During fall term the center admitted 38 families and by winter term there were 45 families and a waiting list of 58 families.[356]

In October 1970, the Governing Board of the ASUO Child Care Center voted to change the name of the center to the ASUO Child Care and Development Center (CCDC) and also voted to continue membership in 4 Cs—the county wide Committee for Co-ordinated Child Care. This committee provided a county wide effort to get federal funding for child care services in Lane County. [357] In 1971, the center was granted federal funding through 4 Cs.[358]

An additional one-bedroom house located at 1511 ½ Moss, on the same lot as the original child care center house, was also provided by the University administration in order to provide a separate facility for infant care, as required by State law.[359]

In November 1970, President Clark raised the issue of the possibility of expanding day care services to more women with children on the campus, including faculty women. In responding to Clark's question, Hawk noted that "considering the nature of the University budget and the questionable capability of the ASUO to maintain financial support,

the hope for the future appears to lie with federal support."[360] Hawk saw no way for the general fund budget to provide any more support and felt that unless federal funds become available there would be no way to expand the program or begin a new program.[361]

By March 1971, the CCDC employed nine paid staff and used an average of 55 student volunteers per week, not counting the 40 parents who worked at the center in three hour blocks of time.[362]

In early 1972, the University Development Fund and the Eugene JayCees were instrumental in helping the center remodel its garage into an indoor space. Kathi Balk said, "After many months of evening and weekend work, the garage at the CCDC has been insulated, heated and improved to be an indoor activity area, all for one-fifth the original cost estimate."[363]

By 1972, the center had developed a very comprehensive priority system for who would be given admission to the CCDC. The system gave first priority to a single parent, attending school full time [12 or more hours per term] and who worked full time [30 hours or more per week]. The second priority went to a single parent who was in school full time and worked part time. The priority list had 36 priorities, with the 36th being one parent attending school part time and one parent at home.[364]

By July 1972, the CCDC had adopted a revised charter that spelled out a more definitive philosophy for the center and enlarged the membership of what was now called the Steering Board. The philosophy for the center was "to provide an educationally healthy environment through a planned program of appropriate activities that would foster physical, intellectual and emotional development to a greater extent than in the home environment."[365] The purpose of the center was described as the following:

1. To provide the University community with an ethnically and socio-economically mixed, quality child care facility designed to meet the needs of low income student-parents and children.
2. To provide an educational, healthy environment where a child is able to grow and develop his capabilities to a greater extend than in the home environment.
3. To give young children the opportunity for interaction with their peers; the opportunity to use other children as models; and the opportunity to form consistent relationships with other adults besides the immediate family.
4. To explore various methods of integrating (including training) the efforts of paraprofessionals and both student and parent-user volunteers into a professionally staffed child care program.
5. To explore contemporary child care concepts, with particular emphasis on group care; to determine their feasibility of application to the program's operation.
6. To seek increased University involvement in child care programs, both in terms of existing University resources and appropriate academic departments.
7. A long range goal is to develop a viable structure of an integrated facility for students, staff (academic and non-academic), and residents of the Eugene community.
8. To assure that parents may have extensive involvement in the running of the center and the environment of their children.[366]

This revised charter also renamed the center the "University of Oregon Child Care and Development Center."[367] The Steering Board was now comprised of 12 members: six members elected from the parent body; one teacher representative, elected by the teachers; a member selected by the center director from outside the center with expertise in the area of child care; one minority member selected by the minority parents in the center; the center's educational coordinator; the associate director who would chair the meetings but only vote in the case of a tie; and one member from the ESCAPE steering board, chosen by that board.[368] It should be noted that by 1972, there were no members appointed by either the University president or the ASUO. The revised charter also spelled out who was eligible for all of the paid positions in the center, job descriptions for these positions and provisions for reviewing or removing individuals from these positions.[369]

The parents with children enrolled in the center could, by a 2/3rds vote, remove members of the Steering Board, overrule the Steering Board or the director and request removal of the director, the associate director or the educational coordinator.[370] In other words, the parents with children in the center had the ultimate power to make decisions about the

management of the center. This amount of parent control would prove to be problematic in later years.

In January 1971, the CCDC was granted some federal monies through the 4Cs. This assistance boosted the annual budget for the center to $32,000.[371] These funds, made available by the State Children's Services Division through a contract with 4Cs, were meant to assist parents who were in financial need with their child care costs. Originally designed as a program for working parents, students became eligible for the pool of allocations and this money was designed to pick up where Welfare funds left off. 4Cs' money was allocated to low income student parents who were not on Welfare. Freshmen, sophomore and graduate student parents were eligible for 4Cs funds, while junior and senior student parents were eligible for Welfare subsidies.[372]

Kathi Balk resigned as the coordinator of the CCDC effective in July 1972 to take a position in planning of children's services with the Lane County Child Care Coordinating Council (4Cs). The Steering Board for the center appointed Mary E. Keenan as the acting coordinator.[373]

In November 1972, CCDC faced its first major financial crisis as a result of reduced federal funding from 4Cs. A 20% cut in that allocation, plus an existing deficit of $4,000, left the center $20,000 short for the 1972-73 fiscal year. Keenan did some preliminary work on budget alternatives and suggested to Reynolds that the center should curtail the hot lunch program, place a surcharge of $5 on all enrolled children, request a possible $3,500 grant from LCOG and anticipate a $1,000 in savings from operations. Reynolds informed Keenan that this reduction of $10,000 in shortfall would not be satisfactory and suggested that CCDC would need to reduce the program or limit its scope in order to stay within the budget. Keenan agreed to develop further budget and program revisions, after consulting with her Steering Board and the ASUO.[374]

Keenan and the Steering Board worked out a plan to make the appropriate reduction in budget shortfall that included both decreasing expenses and charging a moderate tuition to those student parents who were paying nothing, thus maintaining a "facsimile" program and still meeting the needs of the children currently enrolled in the center. The cuts in expenses included replacing the hot lunch program with sack lunches, reducing art supplies and games equipment and not doing some planned remodeling. The parents who were currently funded through

the 4Cs grant would begin to pay a monthly tuition of $10 beginning winter term 1973 and a fee of $20 per month beginning spring term 1973.[375] Vice President for Student Affairs Gerald Bogen kept President Clark up to date on these financial issues and Clark expressed his concern by stating, "I am most concerned that we keep the Day Care Center operative—but our financial exigency limits us in the support we may be able to give."[376]

In late February 1973, the Children's Services Division notified Reynolds that they had reconsidered their eligibility requirements for 4Cs subsidy of student parents and had modified the requirements by issuing a Temporary Rule that stated that students with children already in subsidized care would be eligible for up to 24 months more care, assuming they met all other eligibility requirements. This rule was implemented on February 15, 1973, thus relieving some of the budgetary pressure on the center.[377]

The issue of parent power and control of the CCDC became apparent with the resignation of Mary E. Keenan from the coordinator/director position in February 1973. Keenan submitted her resignation to the Steering Board and cited the demands and emotional pressures placed on the director by the parent body. She said, "Parents make their decisions in isolation rather than in perspective. Their decisions and opinions are based on the effect upon their own child. It is impossible to run a large child care center based on the opinions of 80 parents all trying to run the center based on their own child's needs."[378] Keenan went to say, "Parents voicing their opinions and wanting to participate in the decision making process is not what I am opposed to. I strongly believe parents need to participate. However, a final decision has to rest with someone, and I believe that the director must have that authority."[379] She noted that though the director is ultimately responsible for decisions, she has no authority to make final decisions [under the CCDC Charter].[380]

Keenan was not immediately replaced, and remained as the coordinator/director until her replacement, Kathy Sacks, was hired beginning August 23, 1973.[381]

In the meantime, Keenan informed Ray Hawk, dean of administration, that CCDC would have to move the portion of their program that had been using space in the Clinical Services Building into some other space. Hawk informed John Thorpe in the Housing Department that Keenan

needed to be able to move ahead with her planning and would need space to offset the space she had been using in an instructional building. He told Thorpe, "Please consider this memorandum your authority to use miscellaneous housing for this purpose. It is understood that rent will be paid in an amount equivalent to what would normally be paid if the house were rented to a family."[382]

By November 1973, new CCDC Director Kathi Sacks was again voicing the concerns of the center about the new rules promulgated by the Children's Services Division and her fear that University students would no longer be eligible for 4Cs support. Sacks enlisted the support of President Clark, who wrote to the state representative of the Coordinated Child Care Council voicing their joint concerns that though the rules would continue to fund parents whose children were currently enrolled in the center, there was no provision for student parents in future years. Clark indicated that the University's records showed that 4Cs funds were made available to 65 of the 95 children enrolled in the center in the last year, and that of the 56 families enrolled in the current fall term, 27 were single parent families—headed by women. Of the 58 FTE children currently enrolled in the program, 23 were receiving 4Cs funds.[383]

On July 1,. 1974, the CCDC became an administrative component of the Erb Memorial Union, with the director of the center reporting to the EMU director.[384]

The Cultural Forum

In March 1972, the ASUO Cultural Forun surveyed 578 students who were selected randomly from the *Pigger's Guide*. The survey was mailed with a self-addressed stamped envelope and 236, or 41%, were returned. Responding to a question about musical preferences, 44% indicated a preference for "rock" music, 25% preferred folk music, 15% classical music and 8% each for soul music and jazz. In identifying musical performers those surveyed selected in order of preference: the Grateful Dead, Carole King, Santana, Chicago, Moody Blues, Gordon Lightfoot, Cat Stevens, Joan Baez, The Who and James Taylor.[385]

When asked to identify social and political issues that the Cultural Forum should examine through their lecture series, students selected politics as their first choice with suggestions for electoral politics being the front runner, e.g. presidential contest, local candidates, youth and the vote, etc. Ecology came in second with issues ranging from local ecological issues, such as French Pete and Rock Mesa, to universal pollution problems. Economics was third, including issues such as tax reform, inflation and recession. International affairs was next, followed by issues of sexuality and women's liberation issues, particularly topics on abortion and homosexuality. Racial issues were next, followed by poverty and welfare issues, followed by religion and lastly drugs. In response to suggestions for speakers on the lectures series the respondents identified in order of preference: Ralph Nader, Buckminster Fuller, William Buckley, Dick Gregory, George McGovern, Edmond Muskie, Ted Kennedy, Ken Kesey, Richard Nixon, Shirley Chisholm, Wayne Morse and Angela Davis.[386]

When asked to select statements which best described what the Cultural Forum's main emphasis should be, 44% selected "present a diverse range of programs for small, special-interest audiences," 36% selected "present programs which are the most popular and will attract large audiences" and 20% said "present program which are educationally beneficial."[387]

Responding to a question of what students would prefer doing on weekend evenings, 38% said small parties or social gatherings, 31% said public events, 11% said athletic or recreational events, 6% would leave town, 4% would stay at home, 3% would go to a tavern or night club and 3% would study.[388] The results of the study provided the Cultural Forun with a snapshot of what interested the student body at that time.

In April 1972, the Cultural Forum sponsored two performances of the Shakespeare Company of San Francisco. This was the first season the company scheduled themselves outside California. They performed a free afternoon performance of *A Midsummer Night's Dream*, on the Hamilton Quad, and an evening performance of *As You Like It*, in the EMU Ballroom with a $1 admission charge.[389]

The Cultural Forum sponsored the 2nd Annual Willamette Valley Folk Festival and a prelude to it—a three part program titled, "Roots; An Experience in American Tradition," with each part focusing on a different aspect of American cultural heritage. The first was an evening program on Thursday, May 11, 1972 by a group called The White Roots of Peace, a North American Indian communication group who presented a film in

the EMU Dad's Room, followed by a two-hour presentation of traditional messeges, songs and dances in the EMU Ballroom. The Folk Festival itself began on Friday in the Fishbowl with the headliner Mississippi George Lee. On Saturday, the Folk Festival was scheduled in the Music School Amphitheatre with a diverse list of Northwest folk artists, culminating in an appearance of "Doc" Watson and the Righteous Blugrass Band in concert in the EMU Ballroom. The events ended with a Sunday performance of an all—star jazz concert by Alice Coltrane, John Klemmer and Michael White in the EMU Ballroom.[390]

During the fall term 1972, the ASUO Cultural Forum co-sponsored with the University Folk Music Club a performance of "Dr. Corn's Bluegrass Remedy," the first of five concerts titled "Our Music," and a performance by Siobhan McKenna, world renowned Irish actress, in a gallery of ladies chosen from works of Irish writers.[391]

32. Student Union Art Gallery: Art and sculpture show, c. 1966.

Beginning on Monday, January 29, 1973, the Cultural Forum began the Fishbowl Follies, a variety show of local entertainment, films, a free mike, and nickel popcorn, coffee and soft drinks. The Follies ran four nights a week for three weeks, from 8:30 p.m. to 10:30 p.m. with no admission charge.[392] Mike and Alice Seeger, known for their southern Appalachian style of music, were sponsored in concert in February 1973, presenting their talents through a wide range of unaccompanied singing, many different instrumental and vocal styles, Nashville sounds and some of their own compositions. Tickets were priced at $1.50.[393] Responding to student interest in politics and international affairs, the Cultural Forum sponsored an address by Jack Anderson who was awarded the 1972 Pulitzer Prize for national reporting for his disclosure of the Nixon Administration policymaking during the India-Pakistan war.[394]

In May 1973, a major organizational change took place involving the ASUO Cultural Forum. In an "ASUO Writ of Mandamus," the 1973-74 ASUO President Greg Leo and Vice-President Deborah Barnett mandated the following:

> That the ASUO Cultural Forum, in toto, be placed within the administrative authority of the Director of the Erb Memorial Union, beginning July 1, 1973, with an operating budget of $31,250. Further, that the responsibility for the Cultural Forum be placed with EMU Associate Director for Programs. Further, that the ASUO Executives be ultimately responsible for the administration, finance and operation of the ASUO Cultural Forum.[395]

This action was taken based on the budget recommendation of the prior year's Student Body President Bill Wyatt and Vice-President Fred Loveys.[396]

In fall 1973, the EMU Cultural Forum sponsored such events as: the Oregon Mime Theatre; The Wickhams with "Custer's Last Ban," folk concert; Taj Mahal, country blues specialist; Paul Winter Consort, improvisations; Norman Mailer, author, journalist and filmmaker; a series of Marlyn Monroe films; William Stafford, Northwest poet from Lewis and Clark College in the first of a series titled "Northwest Forum," a

lunch time program; Leo Kottke, guitarist; Mike Russo, folk muscian; Sam Chatmon, the Mississippi Sheik, a storyteller; a Delta Blues Concert;[397] Jack C. S. Ling, a lecture by the director of UNICEF's public information division;[398] a lecture by Jack 33X Richey on prison conditions and Attica State Penitentiary; the Pointer Sisters for two concerts in the EMU ballroom; and a lecture on nuclear energy by Larry Bogart, co-sponsored by the Survival Center.[399] The Forum also sponsored a five-day symposium exploring the world of fantasy—science fiction, mysticism, dream, the supernatural and psycho-sexual fantasy. The theme was "How do they serve us and what is there importance?" Featured were Harlan Ellison, the world's most famous writer of fantasy; Ray Hyman, U of O professor of psychology and expert on magic, fantasy and creativity; Irv Weiner, master magician, performing effects that were achieved by the great Houdini; a series of Midnight Movies; and a faculty panel on the "social use of magic," featuring George Zaninovich, political science, Vernon Dorjahn, anthropology, and Stephen Reynolds, religious studies.[400]

In January 1974, the Cultural Forum co-sponsored Third World Week with the Third World Student Coalition, the Incidental Fee Committee, the ASUO Executive and the Law School. The Week featured an address by William Kunstler in McArthur Court and other events in the EMU.[401] Additionally in January and February, they sponsored concerts by: Commander Cody & His Lost Planet Airman and Ramblin' Jack Elliott; Hank Bradley with Blackbery Blossom Boys, the third of the Folk Music Series concerts; Will Spires, the fourth in the Folk Music Series; the Royal Liechtenstein Circus, performing for the third year to "delight audiences" on the grassy area off of University Street; One World Family Commune, a live music happening with Allen—Michael lecturing on communal living, the World Passive Resistance Movement, UFOs, etc.; the Otrabanda Company, an avant garde theatre group for a performance of "Stump Removal;" and Sonny Terry and Brownie McGhee, exponents of black folk blues, with Mike Russo, blues artist from Portland.[402]

By the fall of 1971, major concerts being held in McArthur Court, sponsored by the Cultural Forum, were creating grave problems for the University. Instances of drinking and drug abuse, cigarette and pot

smoking, issues with individuals not directly affiliated with the University, property damage and undesirable publicity in the local newspaper and on local radio stations were of particular concern to the Forum personnel, the EMU administration and the Athletic Department, who managed McArthur Court. As a result of a Chicago rock concert held in late October 1971, Norv Ritchey, athletic director, wrote to Reynolds describing his concerns and expressing the opinion that such concerts should not be allowed.[403]

Reynolds referred Ritchey's letter to Neil Murray, EMU associate director/University program consultant, whose main responsibility was as advisor to the Cultural Forum. Murray assured Ritchey that the EMU and the students in the Cultural Forum were very aware of the problems involved with some concerts and that they were working with the Public Safety Office and the Eugene Police Department to form plans to attempt to curtail the undesirable activities. He also said that the Forum had met with the local promoter for such concerts and gained their promise of cooperation in getting performers to assist with crowd control. Additionally, the Forum was taking steps to prevent re-occurrences of the gate crashing problems. He also pointed out that though the most recent concert had attracted bad publicity, over the years University sponsored concerts in McArthur Court had attracted favorable media response.[404]

On February 8, 1974, Rob Gruber, student director of the Cultural Forum, issued a press release regarding conduct at McArthur Court concerts. He informed the public that unless the problems caused by drinking, smoking, crowding of the aisles, damage to the Court and gate crashing could be successfully resolved, the Forum would not negotiate nor commit to further Mac Court concerts. He said, "In spite of many attempts to successfully alleviate these problems, the situation has only grown worse. Time after time, we've asked people to cooperate and help us solve these problems. The response has been generally negligible and sometimes hostile."[405] The press release went on to indicated that the Forum would closely observe the audiences cooperation at the Youngbloods concert on February 13th and would use their observations to decide whether to continue or to curtail the sponsorship of large concerts in Mac Court for

the remainder of the school year. The Cultural Forum had discussed the situation with the police, the City Attorney's office, campus officials and other interested civic groups and had received a promise of cooperation from the performers and their promoter.[406]

Gruber issued a second press release two days following the Youngbloods' concert in which he informed the public that the Cultural Forum "wholeheartedly accepts" the recommendation of Eugene Fire Marshall Wendall Wicks that McArthur Court no longer be used for popular concerts. His press release went on to note that every reasonable attempt had been made to deal with the crowd control problems and that the improvement had been too slight to warrant much optimism. Gruber said the Cultural Forum had reached their conclusion with regret because so many thousands of individuals had attended concerts in the past and behaved in a cooperative manner. The press release indicated that "the Cultural Forum will do its best to present quality musical and cultural performances by using smaller and more appropriate facilities."[407]

As a result of the adverse experiences noted above, the Cultural Forum did not sponsor large, popular name performers in McArthur Court for some years, and never again in the numbers of the 1960s. The Forum did continue to sponsor feature movie series, folk and blues artists, name speakers, social issue forums and a few country and western artists in McArthur Court throughout the remainder of the 1970s.

Establishment of an International Lounge

As early as 1966, interest was expressed in the establishing of some kind of international center on the University campus. In a letter to Ellingson, Kenneth S. Ghent, foreign student advisor, recommended that the University provide space for an international center that would serve as a meeting place and headquarters for foreign students attending the University. He said, "Ideally such a center should include a lounge, a cafeteria, office space as headquarters for the Cosmopolitan Club and national student clubs, space for club meetings and possibly for other activities."[408]

By April 1972, continuing interest in an International Student Center was being expressed by a number of different constituencies on the campus. Responding to a request from Bob Witham, director of the International Education Center, and Unyime Nseyo, president of the Cosmopolitan Club, Dick Reynolds sent Larry Bissett, Office of Campus Planning, a request that Bissett transmit a request to the University Space Allocation Committee with the suggestion that Gerlinger Alumni Lounge be reallocated or reassigned for an International Center.[409] The purpose of such a center, as described by Witham and Nseyo, was:

> To provide an informal atmosphere for American and foreign students to interact and program activities with an international emphasis. To provide a meeting place conducive to community participation and cooperation in student initiated cultural activities. To inform the University of Oregon and Eugene community of the valuable presence of foreign students on the University campus by making foreign students and their activities both more visible and more effective. Since foreign-student scholarships have been phased out, a foreign student "union" is needed more than before to provide a basis for a solidarity of action in which academic, economic, and social assistance program can be implemented . . .[410]

Additionally, a group of individuals representing the ASUO, the Student Personnel Services Division, the Campus Planning Office, the Office of International Student Services and Vice Presidents Hawk and Bogen had met to discuss this issue of the establishment of such a center. Dean of Students Bob Bowlin, on behalf of this group, sent a request to Bogen that Gerlinger Alumni Lounge be made available for an International Center. Bowlin noted that this was a high priority need with 800 foreign students on campus and that it was hoped that the University could respond promptly to the request so that it could be accomplished by fall quarter of 1972.[411]

When it became apparent that Gerlinger Alumni Lounge would not be made available for an International Center, Reynolds wrote to Hawk, suggesting that an alternative site be considered: the Browsing Room in

the EMU. He mentioned to Hawk that though the Browsing Room was located in the EMU it continued to be administered by the University Library. Reynolds said that it was his understanding that the Library would like to relocate the Browsing Room back to the Library and that the EMU concurred in that idea. He also realized that until the School of Librarianship was relocated, the original space in the Library was not available for relocation of the Browsing Room. Regardless, he proposed that the Browsing Room be closed at the end of summer 1972 and that the administration and assignment of that space be returned to the EMU for reassignment. Reynolds then could work out an agreement that would be satisfactory for the needs of the foreign student population and make the space into an International Lounge.[412]

With the retirement in 1966 of long time Browsing Room Librarian Bernice Rise, the Library had reduced the funding for the room, had not replaced Rise and the room had become more of a lounge than a reading room. Additionally, the furniture was in need of repair and restoration.[413]

Hawk raised the issue of the Browsing Room use with Carl Hintz, University librarian, noting that it no longer seemed to serve its intended function, a conclusion supported by data collected on use during a recent survey. He asked if the Browsing Room could be recreated in the Library, if its function was no longer needed or appropriate for the current student population and their reading habits. Hawk noted that current students were using the Browsing Room in the EMU not because of the books that were housed there but, rather, because it was a large and comfortable lounge.[414]

Hintz responded that it was already agreed that when other space was found for the School of Librarianship the Browsing Room would be relocated to the Library. He told Hawk that "there was a great deal of unhappiness on the part of friends of the University when the decision was made to move it to the EMU in 1950"[415] and said, "I am sure that suspending or closing it down completely would not improve our image in certain quarters."[416] He ended by stating that the Library preferred to move the Browsing Room back to its original location when it became available and wished to leave it where it was until that was possible. He also mentioned that it was not just a matter of moving the book collection but of also moving the furnishings.[417]

Though there was a great deal of support for the solution to the location for an International Center, President Clark was unwilling to move the book collection from the Browsing Room to make such space available until there was a firm plan for relocation of the School of Librarianship. Hawk, speaking for Clark, noted that Hintz was very anxious to relocate the Browsing Room in its original location in the Library and that Dean Perry Morrison was just as anxious to find quarters for the School that would make expansion possible.[418] Thus the issue was postponed for action at a later time.

Center for University Special Events

During the winter of 1968, Reynolds and McMillan met with a number of individuals involved with sponsoring cultural events and speakers at the University to discuss the fact that no on-campus central resource existed to give information about events that were taking place at the University. Additionally, there was no established means of routine communication between various University departments and agencies sponsoring visiting speakers or artists. Also, there was no University wide channel for obtaining supplemental funds when needed nor a way of establishing co-sponsorship of events. It was also apparent that with the large nuunber of events on the campus, there was little opportunity for meaningful faculty-student relationships in coordinating or developing such programs.[419]

As a result of these conversations, Reynolds developed a proposal for a Center for University Special Events. The basis for the proposal was that: a common knowledge of the plans of all sponsoring organizations would make for better planning, coordination and use of lecturers and artist that would benefit the whole University community; a good deal of educational opportunity existed in a realization of the community of students and faculty sharing their planning for special attractions; if faculty and student groups were offered assistance in negotiating contracts, the

University would be better served; if finances were coordinated out of one office, the University would have greater flexibility to meet the funding needs of the artist and lecture programs; and, if one office had the responsibility for keeping files on available lecturers and artists and their fees and agents, the University would benefit from a variety and quality of programs.[420] The proposal detailed the responsibilities for the center and indicated that it would be a division of the Department of the Erb Memorial Union and Education Activities and would be staffed by an EMU staff member as a partial assignment. In addition, the center would work with an independent advisory committee made up of representatives from the Music School, Festival of Arts Committee, Assemblies and Lectures Committee, the faculty of the College of Arts and Sciences, the Cultural and Forum Divisions of the EMU Board Program Council with a representative of the Office of University Relations and the administrator of the center as non-voting members.[421]

Reynolds sent the proposal to President Flemming and he issued an Administrative Memo, dated May 21, 1968, creating the Center for University Special Events. The Memo stated that the center was established to "obtain the voluntary unification of efforts by groups or agencies on campus in extra-curricular programming."[422] The Memo went on to list the methods the center would use to accomplish its purpose: performing any administrative function necessary; maintaining files on current availablity of artists, lecturers and special events; publishing a news letter containing listings of various University or ASUO programs that were committed or being planned; developing a program of voluntary financial coordination to promote budget flexibility; providing the option of co-sponsorship between the center and state funded programs in order to charge admission for events; and offering any other assistance needed by programming agencies on the campus. The Memo established the Advisory Committee for University Special Events for the purpose of making policies and procedures to govern the Center for University Special Events operation.[423]

McMillan was appointed as the director of the new center and called together the first meeting of the Advisory Committee in July 1968 in order

to set up policy and procedure for the center which was to begin operation by September 1, 1968.[424] The Center for University Special Events published its first Newsletter in August 1968, noting that it was "primarily an internal method of communicating lecture and concert information between the various schools and departments of the University."[425] By 1973, the center had been transferred to the responsibility of Neil Murray, University program consultant/EMU associate director, in the EMU Program Office.[426]

Though continued for a few years, the center was never as successful as originally hoped. Some years later, it was replaced by the Student Activities Resource Office (SARO).

Wagon Museum

In November 1970, Reynolds formally requested that the University seek other quarters for the Wagon Museum. He noted that the space in the EMU currently being used to house the Museum was originally designed for the Outdoor Program, now housed next door in a remodeled storeroom to the west of the Museum space. He indicated that the EMU hoped to provide adequate space for the Outdoor Program in the new addition to the building currently being planned, but that they had to drop the space due to budget restrictions. Reynolds further stated that this necessitated the EMU meet the Outdoor Program's needs in existing space and prompt relocation of the Wagon Museum would free up the needed space.[427] Hawk responded to Reynolds' request by indicating that, though he had reviewed the EMU's request to move the Wagon Museum, he regretted that there was no alternative but to leave the museum in the EMU because there was no alternative.[428] Hawk noted that Ivan Collins would be 65 in the next year and that President Flemming had verbally committed the University to continue him on an annual appointment as long as his health would permit or until he reached the mandatory retirement age of 70. Hawk indicated that he hoped that a solution could be found during the next five years so that the space could be returned to the EMU.[429]

33. Wagon Museum, c. 1969.

The situation changed in February 1971 upon the death of Ivan Collins when it was announced that the Museum would be closed until further notice.[430] During the following few months, because the University could not guarantee that the wagon collection would have a permanent home on the campus with appropriate staffing, the Collins estate sold the collection to the Oregon Historical Society in Portland, Oregon.[431] The collection was moved to Portland in June of 1971.[432] In addition to housing the collection, copies of plans for the wagons could be purchased from the Society.[433]

Outdoor Resource Center

Responding to a need expressed by the Outdoor Program, Reynolds developed a proposal for an outdoor equipment-service center in the EMU. The proposal indicated that the Outdoor Program had been operating very successfully for four years but had been limited by the unavailability of certain services in the Eugene area. The activities envisioned for the outdoor equipment-service center were: a display area for re-sale of used equipment on an ongoing basis, much like the successful equipment swaps already held by the Outdoor Program; the ability to provide information and assistance to students and others wishing to

design and/or build their own equipment, including kayaks and the construction of camping gear, clothing, sleeping pads, etc.; a repair center for the repair of old equipment, either self-repair or the availability of part time skilled labor to do repairs; a rental service of group equipment such as rafts, etc. not readily available in Eugene; and a retail service to retail items not currently available in the Eugene area, e. g. cross country ski equipment.[434]

Reynolds sent the proposal to Hawk, who urged Reynolds to proceed with the project as outlined. Hawk's only reservation was in the area of competition with local merchants and he asked that the EMU do everything possible to guarantee that is was not serving the greater public, but rather the needs of the University student body.[435]

Reynolds told the staff of the EMU that the Outdoor Resource Center would be open in the fall of 1971 in the space formally occupied by the Wagon Museum and that Marcia Hudspeth, manager of the Main Desk, would be the administrative supervisor of the center with Scott Benge as the student supervisor.[436]

In May 1972, it was announced that Barry Kop would be the new manager of the Outdoor Resource Center.[437]

Lease of Dodge Vans—EMU Motor Pool

With the growth of the Outdoor Program, the Club Sports program and other similar campus activities, the State Motor Pool was not able to supply enough vans to meet the travel needs of these programs and had no plans to increase their van supply. In August 1972, after researching various ideas about how to solve this van supply issue, the EMU decided that leasing vans would be the most cost effective method and invited bids on the lease of five 1973 Dodge Royal Sportsman Maxi-Wagons. The vans were to be used primarily by the Outdoor Program, Club Sports and the Women's Recreation Association, all part of the EMU and Educational Activities Budget. The bid specifications indicated that the vans were to be 15-passenger vehicles with heavy duty springs, automatic transmission, front disk brakes, power steering, a radio, auxiliary heater and trailer towing package.[438] Grand Leasing Co. in Portland received the bid, procuring the vans through Ed Randall Chevrolet in Portland. The original

value of each van was $5,069. The monthly lease per van was $129.20, with a monthly mileage limit of 2,500 miles per van, with excess mileage charged at $.02 ½ per mile. The lease was for a two year period, with the option to renew. The vans were put in service on February 16, 1973.[439] The EMU paid all maintenance charges, gas, oil, etc. The EMU charged $.12 per mile to all activities using the vans, but with the price of gasoline continuing to increase the EMU felt it might have to increase that charge in the future. By November 1973, the use was active enough so that it looked like the various activities would equal or possibly exceed the estimated mileage of 30,000 per year on each of the vans.[440]

Early in the program it was evident that a system of priority use for the five vans would be necessary. The vans were generally intended for use by the Department of the Erb Memorial Union and Educational Activities, and were for group travel (12-15 persons). The priorities for the new vans were set recognizing the prime users by their current use of State and private vehicles. One van was reserved on a permanent basis for use by the Outdoor Program because of the number of trips each week by students in the program. Then, at the beginning of each term, Club Sports, WRA and the Outdoor Program met to reserve vans for trips that were scheduled that far in advance. The next groups that could schedule in advance were the ASUO, and its agencies, and other EMU units. The Athletic Department had the next priority for advance scheduling, with a limit of one van at a time and only when at least two vans were available. Once all of the advance scheduling had been accomplished, any of the programs or agencies of the EMU and Education Activities Department or the Athletic Department, in that order, could schedule for Monday through noon on Friday. Weekend scheduling was left open to the 1st priority groups up to 9:00 a.m. on Thursday mornings, recognizing the fact that the Outdoor Program in particular did not always know their needs until late in the week.[441]

EMU Associate Director McMillan was assigned the responsibility of managing the pool of vans, including arranging for maintenance, gas allotments, etc. This included arranging for a special source of gasoline from a local independent dealer during the gas shortage crisis of that time.

Beer in the Union

Issues regarding the sale and consumption of alcoholic beverages were continually a topic of interest on several of the Oregon State System of Higher Education campuses. On December 15, 1967, Chancellor Roy Lieuallen wrote to all the institutional heads stating that "on several occasions I have been asked for interpretation of the policy of the State System concerning the serving of alcoholic beverages on its several campuses. Although no specific Board action defines this policy, I infer from a variety of administrative decisions, informal discussions with Board officials and related Board action that it is contrary to State System policy to either serve or consume alcoholic beverages on any of the system's campuses."[442]

This reiteration of Board policy may have been precipitated by an action take by the University of Oregon faculty regarding the "campus dry zone." At its November 1967 meeting, the University faculty considered a motion, presented on behalf of the Faculty-Student Council by Robert D. Horn, professor of English and the 1966-67 council chairman, which stated, "That the general University faculty request that the City Council of Eugene no longer refuse applications for liquor licenses on the basis of nearness to the campus of the University of Oregon; and the faculty direct its secretary to transmit this motion to the City Council of Eugene."[443] After due consideration and discussion, the faculty passed a substitute motion that had been moved on behalf of the Faculty Senate by Lloyd Staples, professor of geology. The substitute motion stated, "That the faculty, as a matter of general principle, is opposed to the maintenance of a 'dry zone' surrounding the University campus. It requests that the President express this as University policy in the event any policy statement is solicited by the Oregon Liquor Control Commission or by the Eugene City Council in connection with liquor license applications."[444]

Shortly thereafter in January 1968, President Flemming instructed the various departments and schools that it was contrary to State System policy to consume or serve alcoholic beverages on campus and indicated that this policy would be enforced at the University of Oregon.[445]

In May 1968, the ASUO Senate adopted a resolution recommending that the Faculty Club seek a liquor license and that President Flemming,

the Board of Higher Education, the City of Eugene and the Oregon Liquor Control Commission authorize the Faculty Club to seek such a license.[446] Dan Allison, vice president of the ASUO, sent this resolution to both Charles R. Holloway Jr., president of the State Board of Higher Education, and to R. L. Collins, secretary of the State Board of Higher Education. Holloway responded that "matters of this nature are handled by the individual institutions and are not matters that come to the attention of the State Board of Higher Education.[447] Collins gave a slightly different response stating that he had discussed the issue with Chancellor Lieuellen and that, "the Board's general policy regarding the matters mentioned in your letter would be to await a recommendation from the Office of the President of the University of Oregon before any action would be taken by the Board."[448]

Regardless of these responses, the ASUO adopted a second resolution at their meeting of May 23, 1968 that read:

> WHEREAS: The students of the University of Oregon should be allowed to participate in activities to which they are entitled by state law instead of having to participate outside the university community.
>
> WHEREAS: Students over 21 years of age are allowed to drink alcoholic beverages outside the campus community.
>
> WHEREAS: The EMSU-Educational Activities Budget could very easily use more finances.
>
> WHEREAS: The administrative personnel at numerous other universities have recognized student's maturity in this area by allowing alcoholic facilities on their campuses.
>
> THEREFORE BE IT RESOLVED THAT: The ASUO apply for a liquor permit for the Bottom of the Bowl in the Student Union.
>
> BE IT FURTHER RESOLVED THAT: The Director of the Erb Memorial Student Union should look into this matter, including the area of increased revenue.
>
> BE IT FURTHER RESOLVED THAT: The ASUO Senate urges the University Administrative Personnel to continue their progressive and constructive attitudes toward student responsibilities by endorsing this action.[449]

Due to President Flemming's announced decision against the serving or consuming of alcoholic beverages on the campus, no further action was taken by the EMU at that time.

In February 1972, following a change in U of O presidents, Reynolds wrote a position paper, titled "Consideration of Proposal for Establishing a Tavern in the Erb Memorial Union," which he sent to Gerald Bogen, vice president for student affairs, asking for his and President Clark's consideration. Reynolds suggested that, historically, taverns, bars, clubs, saloons and other drinking establishments had served adult populations as social centers and that in recent years many colleges and universities sold beer on their campuses. A recent report indicated that 149 universities were currently serving beer, an increase of 69 since 1969. Reynolds said, "During a time when University students are seeking alternatives to the large spectator-type activities and are desirous of identifiable and personal space relationships within the total University, the development of a tavern facility seems quite appropriate."[450] He indicated that students had been demanding that every avenue be explored to establish a tavern in the EMU and that his purpose in writing the paper was to formally explore the possibilities. He noted that a group of students in the Architecture Department had, as a class project, looked at the remodeling of the Brunswick bowling alleys for a University tavern. This particular space was chosen due to the decline in interest in bowling and because it was a favorable location in the EMU.[451]

Rather than move immediately to establish a tavern, Reynolds suggested that the EMU would try several experimental and investigative programs first, by selecting a few events where beer and wine might be served. This would require applying for special licenses for these events for the retail sale of beer and wine only, and to be issued for one day only (of the same type as issued for use by conventions, fairs, picnics, etc.) He stated that these events would be controlled so that no one under age 21 attended and excesses in consumption would not be permitted. Two examples he gave were table wine served at a catered banquet or beer served at a special "German Night," where German food would be featured along with German music.[452]

Reynolds ended his paper by indicating that if the experimental programs were considered successful, then the EMU would formalize a

request for a permanent Class B Restaurant License through the University President's Office. Such a license would limit the alcohol sale to malt beverages not over 8% of alcohol by weight and wine not over 14% alcohol by volume. Nothing over 4% alcohol could be sold without meals, and the license would allow for entertainment and dancing.[453]

Bogen forwarded Reynold's proposal to President Clark for his review and with the comment that he was "intrigued by the possibility of establishment of such a facility. We estimate that over half of our student body is over the age of 21. I can remember a very fond day in the Rathskeller at the University of Wisconsin!"[454] Clark responded that he thought that one institution would be at a strong disadvantage taking a proposal to the State Board to establish on a single campus a rathskeller licensed to sell beer or wine. He suggested that the best approach would be to have the Board undertake a general discussion of the topic "in the light of which specific proposals could be made."[455] Clark further suggested that Bogen work with the student body officers and in turn have them work with the state-wide student organization. He stated that it would be more effective if the state-wide group made a general proposal to the State Board.[456]

Shortly after Reynolds proposal was sent to the President's Office, an article titled "Beer could bump bowling," appeared in the *Oregon Daily Emerald* that remarked: "Getting tired of going drinking in the same old places? Looking for a change of pace and change of face? You may be amazed that this University is actually considering establishing a tavern in the Erb Memorial Union, hopefully in the near future."[457] Reynolds told Randy Young, the reporter who interviewed him, that the space currently occupied by the Brunswick bowling lanes would provide the location for the tavern and that it would probably have a clever name like The Gutter, The Alley or The Eight-Pin. He noted that the lane surfaces would be used as the bar and for table tops. Reynolds credited Iain Moore, ASUO president, with initiating the idea for the tavern. Reynolds also claimed that he did not think the tavern would unfairly compete with local taverns in town. Young interviewed several local tavern owners and most agreed with Reynolds. The owner of the Office, The Cooler and the Back Door Taverns stated that an EMU tavern "will present no real competition,"[458] except for perhaps the first couple of months and after that there would be a comeback to local taverns. Steve Nosler, owner of Duffy's tavern, said he didn't think an EMU tavern would hurt his business, and the owner of the Paddock indicated that "there [was] bound to be a little effect on all taverns, but college kids like to get off campus."[459]

In May 1972, the University of Oregon Faculty took an action that would make it possible for students 21 years of age or older to have alcohol in their own private dorm rooms. This same policy would later be used to allow the service of alcohol in the EMU, at catered events and at meetings where no undergraduate students were present. By a voice vote the Faculty amended the University Code of Student Conduct, which had prohibited the possession, consumption or furnishing of alcoholic beverages on campus, by adding a sentence that read: "Possession, consumption, or furnishing of alcoholic beverages by those or to those at least 21 years of age is permissible only in such areas that the President may designate."[460]

Following up on President Clark's suggestions, Frederick Loveys, ASUO vice president, worked with Joan Eggleston, State chairperson of the Inter-institutional Union of Students, on a paper, titled "ASUO Proposal for a State Board of Higher Education Policy Statement to Facilitate the Provision of Alcoholic Beverages on College Campuses." The 12-page paper referenced Reynolds' paper written the previous February and discussed base philosophy, the need for a policy, the economic and social rationale, strategies, timetables and outcomes. It also included a questionnaire to be sent to other colleges and universities.[461]

By November 1972, it was announced in an article in the *Oregon Daily Emerald* that there would not be a tavern in the EMU before November 1973, when the new addition to the EMU was scheduled for completion. It was pointed out that prior to construction of any tavern, the proposal faced several hurdles, not the least of which was the approval of the State Board of Higher Education. Bill Wyatt, ASUO president, indicated that the students wanted the State Board to promulgate a policy that would allow any president in the State System to designate areas where alcohol could be consumed, provided that a license could be obtained from the Oregon Liquor Control Commission. Wyatt also pointed out that the State Board had no formal policy against liquor on campus,

just an informal one with no basis in law. In conclusion, the *Emerald* article said that even if the State Board were to approve a policy, a tavern in the EMU faced issues such as approval of plans for remodel or reconstruction by the Campus Planning Committee, approval by the Board's Office of Building and Facilities Planning, raising the approximately $50,000 needed for the remodel and obtaining a license from the Oregon Liquor Control Commission (OLCC).[462]

In November 1972, Reynolds again wrote to Bogen about the tavern idea and indicated that it was his understanding that rather than asking for permission to have a tavern in the EMU, a request would be made to serve beer on campus at an event, using a one-day banquet license from OLCC. He stated that "it was our feeling that experience with a limited service of this type might best prepare the Board for the eventual request for the construction of a tavern facility."[463]

The first officially sanctioned service of alcohol on the campus was an event sponsored by the Law School Student Bar Association in May 1973. It was held in the Law School student lounge and adjacent courtyard. An agreement between the EMU and the Student Bar Association, which was approved by the Dean of the Law School, was drawn up. The Student Bar Association agreed that the event would be held from 3:00 p.m. to 6:30 p.m. on May 18, 1973, all beer would be consumed on the premises, the Association would provide up to six volunteer monitors to supervise all entrances to the lounge to assure that all individuals in attendance were 21 years of age or older, the monitors would not drink while on duty and the Association would clean up the lounge and courtyard following the event. The EMU agreed to provide all bar equipment and remove it at the end of the event. The beer would be sold for $.20 per cup and there would be a joint evaluation before a second event was scheduled or advertised. Following the evaluation, a second event under the same agreement was held on May 25, 1973.[464]

Capitalizing on the success of the Law School events where beer was served, Reynolds requested and received permission from the University administration to have the EMU initiate its own event during the summer for students over age 21 where malt beverages would be served along with sandwiches, salads, and salt snacks. There would also be live entertainment. He suggested that the event be held in the Dad's Room

with the possible use of the 2nd floor terrace, weather permitting.[465] This mid-summer event was successful and was the first "beer garden" type event in the EMU. It became the prototype for what, for many years, was a regular Friday afternoon event held in the EMU Dining Room and Fountain Courtyard.

In November 1973, President Clark appointed an ad-hoc student-faculty committee, chaired by Reynolds, and charged the committee with examining the question of serving alcoholic beverages on the campus. He said, "The general charge to the committee will be to define the issues, and from its examination to make policy recommendations. In considering its charge the committee should view the University in its broadest context, i.e. as a community of faculty, staff, students and town persons."[466] Clark appointed the committee because he felt the need to have a firm policy on the matter. He noted that students had spent the past two years asking serious questions about the University's policy regarding the service of alcohol. He assigned Vice President Bogen the responsibility to respond to student requests to serve alcohol. Bogen felt that such requests could not continue to be dealt with on an ad-hoc basis without a clearly defined and understood overall policy for the campus. Clark had also been approached by faculty groups and individuals who expressed a need for a formally expressed policy.[467] Clark told the committee that on April 20, 1972 he had written to the Chancellor to request the Board to establish a clear policy in this area, but they had failed to act. He said, "I believe, however, that we should not delay longer in the development of some rational statement of policy for the University."[468]

President Clark's ad-hoc committee on serving alcoholic beverages on campus, chaired by Reynolds, forwarded their final recommendations to Clark in July 1974. According to Reynolds the committee had met over a six or seven month period, had reviewed current laws governing the serving of alcoholic beverages, reviewed personal and professional attitudes on serving such beverages on campus, reviewed current University practices and heard testimony from several interested University groups. Among those giving testimony were the ASUO, the Faculty Club Board, the Student Bar Association and the University Housing Office.[469] The final recommendations were that alcohol be permitted on campus at events at which no one under age 21 would be

in attendance and that they were legally licensed by OLCC with a one day special event license for beer or wine, with the EMU as the authorized University licensee. The recommendations also included a provision that the EMU would establish a tavern in the EMU building.

Clark sent the final report and recommendations to the Faculty Advisory Council for their their next meeting with the President. He indicated to the Council that the State Board had not responded to his request for a review of policy in this area. He said, "Pending action by the Board I intend, therefore, to be guided by the principles recommended by the Ad Hoc Committee on page two of its report with the exception of the establishment of tavern facilities in the EMU."[470] Clark also explained that he had expressed his opinion to the ASUO on several occasions that a tavern type facility should not be initiated by the University alone, but rather it should be a jointly pursued by student governments on several campuses in concert.[471]

Thus began an era on the Univesity of Oregon campus, when, under specific criteria, alcohol was permitted on campus.

Related Changes in Non-EMU Student Activities—Late 60s—Early 70s

The student power movement, the civil rights movement, the anti-Vietnam movement and the increasing student interest in social and political issues outside the University campus caused a demise of a number of what are often referred to as "collegiate culture" activities during the late 60s and early 70s at the University of Oregon.

In a letter accompanying the annual Financial Statement for the Department of the Erb Memorial Union and Educational Activities for fiscal year 1969-70, Reynolds reviewed for President Clark several issues related to this decline in interest. He noted that the department had covered $11,000 of deficits in the class trust fund accounts that traced directly to class activities that were not financially successful. In particular he pointed out such activities as: Homecoming, sponsored by the Sophomore Class; Junior Weekend and the Canoe Fete, sponsored by the Junior Class; and a carryover deficit of the Senior Class that originated from their Freshman year sponsoring of the Freshman Snowball dance.

The Senior Class had tried several unsuccessful events in an attempt to erase their deficit. In response to these difficulties, Reynolds said, "Due to our anticipation of this continuing trend, we did not permit last year's Freshman class to sponsor the Snowball. This year we are giving strong consideration to not having a Homecoming activity because of the apparent fact that all collegiate culture activities are of necessity subsidized by this Department. We cannot any longer afford to provide such subsidization."[472] He went on to indicate that Canoe Fete, having lost money for the prior two years and having depleted their reserves, would not be held in the coming year. He also noted that Junior Weekend was under close study and might not be repeated. All of these deficits were covered by departmental reserves and unless new funding was found or programs were updated, the events would be discontinued.[473]

On January 29, 1970, the UO student yearbook, the *Oregana*, ceased publication. The decision to end the 67 year old yearbook came about because the book lost $3,000 the prior year and, due to reduced sales, faced potentially larger losses in 1970.[474] As a result of this action, for first time since its establishment, the Department of the Erb Memorial Union and Education Activities would not be responsible for the production, budgeting, staffing and accounting for a yearbook.

In October 1971, after many months of study and planning, the *Oregon Daily Emerald* took the necessary steps to become completely independent of the University of Oregon and the Department of the EMU and Educational Activities. They organized as the Oregon Daily Emerald Publishing Company, Inc., under Oregon law as a non-profit corporation. With this action they legally separated the publishing of the *Emerald* from both the University of Oregon and the State of Oregon. From that time on, the *Oregon Daily Emerald* contracted with the ASUO and with the University (on behalf of the faculty and staff) for subscriptions to the paper, which provided and distributed a certain number of issues per year. Additionally, the *Emerald* began leasing the space that they occupied in Allen Hall.[475] One of the more difficult issues to resolve was the make up of the new board of directors of the publishing company. Students desired that it be an entirely student board. However, a compromise was reached and the new board was made up of three students, three *Emerald* staff members, including the editor, and three faculty members. The

board had full publishing rights under Oregon law. Reynolds was appointed as one of the three faculty members and served as the Board chairman for their first year.[476] In an article in the periodical, *College Management*, Vice President Ray Hawk was quoted as saying, "Independence fixes responsibility on the students in charge. Before, when the University was publisher, it was a big umbrella for the paper. Any time the paper got in trouble, the university, as publisher, was accountable."[477] As the first independent student newspaper on the West Coast, the *Emerald* served as role model for other campuses, although there were several independent newspapers in the East, most notably the *Cornell Daily Sun*, independent since 1905.[478] A key to the ability of the *Emerald* becoming successful as an independent newspaper was that, from the beginning, they hired a full time General Manager.[479]

Clark discussed the growth in the area of student autonomy at the University in his remarks to the faculty in October, 1972, noting that progress had been particularly marked in the student affairs area. He spoke of "the increased control of the incidental fee budget by the student government; the independence of the *Emerald*; the freedom of freshman to choose where they will live and of dormitory students to participate in the governance of their halls."[480] He went on to say, "Some of these changes have been viewed apprehensively by the public, some have been strongly supported by the Oregon Dads and the Oregon Mothers. All of them are gains, in my judgment, not only in student rights, which is important, but in the quality of life in a university which is responsible both to the immediate community and to the larger public."[481]

In February 1973, the ASUO held a general election in which a major change was made in the ASUO Constitution.[482] In the election, students voted to eliminate the ASUO Senate and its Fiscal Committee. In its place the Constitution for 1973-74 called for elective executive officers of a president and vice president, five students elected to comprise an Incidental Fee Committee and a five member Constitution Committee. The Constitution also called for the appointment of a Special Committee, appointed by the ASUO president, that would immediately enter into negotiations with the administration and faculty of the University and the State Board of Higher Education with the "task of designing, and implementing as soon as possible thereafter, a system of University

governance involving both students and faculty in a single legislative body."[483]

As early as June 1970, the University's Committee on the Future of the University of Oregon, chaired by Professor of Physics Aaron Novick, in their final report had noted that "the time has come for some provision to be made for inclusion of students in the decision-making process of the faculty that has to do with matters that effect both students and faculty members."[484] The report stated that over the prior several months both groups of faculty and elected student leaders had prepared several proposals that contemplated some sort of joint legislative body, made up of part faculty and part students. The members of the Future Committee urged that such a proposal be adopted and that "a student voice be given a hearing on decisions which significantly bear on the lives and futures of students."[485] Following the changes made to the ASUO Constitution in 1973, the ASUO president appointed the Special Committee named the ASUO Co-governance Negotiating Committee, chaired by Gordon D. King. King notified Clark that he understood that the Faculty Senate had also appointed a Committee on the Design of a Legislative Body. He hoped that the two committees could work together on the design of such a body.[486]

In his remarks to the faculty on October 3, 1973, Clark reviewed the work that had gone on over the summer to deal with all of the issues involved in the proposition to have student representation in University governance. He said:

> I know that many of you differ with me on the issue of how students shall participate in University governance. I am strongly persuaded that student participation will bring insight and vitality into the management of the University and further that the participation to be meaningful and effective must be fully accredited by the assignment of rights exercised by faculty participants. We undoubtedly shall have lively discussions on that topic before the year is out.[487]

The following year, in October 1974, the efforts of the groups working on a design for a new University governance model came to fruition with

the presentation of a notice of motion at the October 2, 1974 Faculty Meeting. Presented by Shirley Wilson, secretary of the Faculty Senate, it called for the creation of a University Senate that would be comprised of 54 elected members, 36 elected from the faculty and 18 elected from the student body. The faculty were to be elected using the same procedures as for the present Faculty Senate and the student members to be elected in a manner prescribed by the ASUO. The duties and powers of the University Senate were to be the same as those of the present Faculty Senate. Additionally, the student members of the University Senate would have the same privileges of introducing motions, participating in the discussion and voting as the regular members of the voting faculty in meetings of the University of Oregon General Faculty. [488] At the next regular Faculty Meeting on November 6, 1974, the motion to create a University Senate was approved by a vote of 82 for and 46 against.[489]

Following the vote of the Faculty, the ASUO created the Student University Relations Board (SURB), an elected body of 18 students who became the student members of the University Senate

All of these changes altered the entire vision of the way in which students interacted with the University and changed the picture of student activities, both directly and indirectly.

Changes to Building Use Policies and Operational Issues of the Late 60s-Early 70s

In September 1967, Dean William C. Jones gave the responsibility and authority for scheduling the Quad, bounded by the EMU, Emerald Hall, Carson Hall and Straub Hall, to the EMU administration. Reynolds notified Dorine Duval, scheduling officer, that careful and good judgement needed to be used in the use of loudspeakers, the time of day that scheduled programs would occur and who to charge for debris cleanup. He also indicated that consultation with H. P. Barnhart of the residence halls would be appropriate.[490]

The experimental "no smoking" policy for the EMU Dining Room was up for evaluation by the Student Administrative Board in November

1970. During the SAB discussion about the policy, it was apparent that the policy had found favor among students, but not with the faculty. Following a lengthy discussion, the SAB passed a motion to continue the policy in the Dining Room on a vote of ten to one. During the discussion, a motion to also remove smoking from the Fishbowl failed on a vote of one to eight.[491]

The EMU began its first paper recycling program in November 1971. Reynolds notified all office personnel that the EMU would provide office holders in the building with the opportunity to recycle waste paper. He indicated that the success of such a program would lie in the willingness of office personnel to separate their paper refuse from such items as ditto and mimeograph stencils, glossy magazines, spiral binders and all plastics. To assist in the experiment the EMU provided non-recyclable refuse containers in each corridor outside offices and then asked students and staff to put recyclable paper in their usual trash containers in their offices.[492]

In January 1968, the Jazz Listening Room was outfitted with the same automatic record listening/changing equipment that had been purchased earlier for the Classics Listening Room. The machines held 50 records each and the members of the Jazz and Classics Committees had access to the record storage closet so that they could program both machines on a periodic basis.[493]

By the end of the 1971 school year, the Barbershop had ceased to exist as a result of a severe reduction in business over the prior years. The EMU put out a Property Disposal Request (PDR) for permission to sell the three barber chairs that been purchased to furnish the Barbershop when the building opened in 1950.[494] When Reynolds discovered that the chairs had been purchased for $10 each, he bought them back and had them moved to the 2nd floor lobby outside the Ballroom, where they remained for several years and were used as rather unique lounge furniture.

As another sign of changing times, the EMU Main Desk discontinued offering Western Union services in November 1972. They announced that telegrams and cables could be phoned to the Western Union office downtown and such calls could be charged to University accounts or to private telephone numbers.[495]

34. Peace Corp tent on the EMU front lawn, c. 1966.

Changes in the EMU Food Service

In December 1970, Reynolds informed Larson, Food Service director, that it would be necessary to close the Fishbowl Soda Bar operation on Sundays because of the lack of business to cover the operating costs of the area. He noted that nearly all of the same food and beverage choices were available in the Cafeteria. The Fishbowl area would be left open for customer use and seating.[496]

In 1971, the EMU Food Service purchased and remodeled a used 15-foot camping trailer to be used as a mobile food service unit, equipped with a butane fired coffee maker, soft drinks, an oven, insulated food storage boxes and a sink. It was located each day on the dead end street in front of the Education Building on Kincaid, next to the Library.[497] The initial menu included hot dogs, pre-wrapped sandwiches, snacks and beverages. The operation also experimented with a $.19 hamburger and convenience food manufactured in California.[498] The trailer was

purchased for $500, repainted for $150, and remodeled and licensed for $300.[499] The income for the first month was $3,140. Labor required only one student for four hours per day, and the hours of operation were Monday through Friday, 11 a.m. to 1:30 p.m.[500] The trailer was also available for special events that could not be served by regular food service or concessionaire operations.[501]

In 1973, the EMU purchased a 1965 used Chevrolet Step-van from the Housing Department for $1,000 for use as a Catering Van by the EMU Food Service.[502] This van was used to transport catered supplies and meals to various buildings on campus, as the EMU Food Service expanded its catering service.

Incidental Fee Opinion Survey and Results

As a result of a continuing student questioning of the way in which incidental fees were allocated, Vice President Bogen and others at the University of Oregon proposed that an independent survey of student opinion should be conducted on campus. Bogen and President Clark reviewed the matter with ASUO Student Body President Bill Wyatt, who was very supportive of the endeavor and agreed to work with the administration on the parameters of the effort. Bogen also spoke with his counterpart at Oregon State University and learned that they would be interested in conducting a similar survey of their students. Because of the concern for the difficulties that the EMU and other auxiliaries were having building up sufficient reserves to keep their facilities in good operating condition, Clark suggested, and Reynolds concurred, that the study/survey should include EMU operations as well as programs. It was also learned that the director of the Memorial Union at Oregon State shared these same concerns. Vice President for Administration Ray Hawk was assigned the responsibility of supervising these independent studies.[503]

The University contracted with the research firm of Bardsley & Haslacher, Inc. in Portland, Oregon, to conduct the study. The contract stipulated that Bardsley agreed "to conduct the enumeration of certain opinions, attitudes and characteristics of students concerning incidental

fee payments."[504] The overall objective of the survey project was to assess student attitudes towards the use of incidental fees to fund the Erb Memorial Union, athletics and ASUO government agencies and educational programs.[505] The sample consisted of 852 students. drawn on a probability basis, who answered the questionnaires during classes in one week in March 1973.[506] Deans and department heads had been notified in February that the sampling would be done on the basis of selection of 20 to 30 classes and that it would involve the administration of a questionnaire that would require approximately 15 minutes of class time—all faculty were urged to cooperate in this effort.[507] The survey instrument prepared by the research firm was designed in consultation with University and student body officers and approved by all. They were self administered on March 7th and 8th, and students were not notified in advance about the survey. Students were given a note of explanation that read: "Dear Student: We need your help to guide the distribution of student incidental fees for both the spring term and next year. Consequently, we are asking you to fill out this brief questionnaire, which should take no more than 5-7 minutes. This study is being launched with the full support of student government and President Clark."[508]

The final report from Bardsley and Haslacher indicated that funding from incidental fees for the Erb Memorial Union, athletics and ASUO programs were considered "reasonable" by a majority of the students surveyed: 71.4% said that fees to the EMU were reasonable, 61.4% said that fees for athletics were reasonable, and 52.1% said that fees for the ASUO and programs were reasonable.[509] When asked to evaluate the importance of each program in the survey, with the highest possible score being 100%, EMU services and facilities rated 75%, intercollegiate athletics rated 63%, ASUO initiated programs rated 67% and ASUO government rated 48%. For better definition, the ASUO portion was divided into government functions and programs. The report noted that "it was apparent that ASUO government functions are surrounded by either disinterest and/or disaffection. Students have a relatively high regard for ASUO programs, but not for the governmental body per se."[510]

The survey found that, in response to a question about students' willingness to use incidental fees to finance certain programs, 71% were willing to fund the subscription to the *Oregon Daily Emerald*, 67% were willing to fund the ASUO Day Care Center, 61% were willing to fund ASUO Legal Services, 60% were willing to fund the EMU Outdoor Program, 60% were willing to fund OSPIRG, but only 47% were willing to fund Ethnic Student Unions.[511]

Specific results relating to the Erb Memorial Union indicated that the EMU provided services to about 90% of the student body, 43% on a frequent to fairly frequent basis, 15% used the EMU very often, 28% quite often, 47 % not too often and 10% not at all. It was observed that the EMU appealed equally to men and women and there was no clear cut pattern of use by class year. Those most likely to use EMU facilities were liberal arts students and those least likely to take advantage of its services were education and music majors.[512]

The results of the incidental fee funding survey proved to be very helpful during budget preparations, hearings and allocations for the following year.

Some Financial Concerns and Issues

In a letter to President Clark that accompanied the EMU Financial Statement for the fiscal year 1972-73, Reynolds described financial issues that faced the department. He said that "inflation continues to be a problem to this Department. In the face of cost increases, we have attempted to hold down our respective charges to students and staff. This has typically been accomplished by cutting back on certain operational overhead and services. It would appear that we have now maximized this as an alternative for cutting expenses and that prices will have to be increased in direct relationship to our costs. To do otherwise would lower our standards to a degree which would be generally undesirable to the University community."[513] During 1972-73, the EMU had a net income of only $16,138.[514] The Food Service showed a net loss for the year of $11,126 against a prior year's loss of $7,242, a trend that would have significant consequences in the future. The Recreation Center showed a net gain of $11,624, the Print Shop a net loss of $3,698 against a gain of $4,041 the

prior year, and the Main Desk a net loss of $7,916 against a net loss of $5,226 the prior year.[515] These losses became of grave concern to EMU administrators.

EMU Capital Projects and Renovations

In August 1966, Jack Cross, acting EMU director, requested approval from President Flemming to use $8,000 of departmental reserves for the purpose of constructing a coat check room on the east terrace of the 2nd floor of the EMU, off of the Ballroom lobby. He indicated that this item was of particular importance to the EMU to provide improved service to EMU patrons, while at the same time freeing up badly needed meeting room space on the 2nd floor, which was being used for coat check space on a periodic basis. Cross suggested that the east terrace was rarely used as a terrace. He noted that the proposed construction plans had been approved by George Wallmann, one of the original building architects and now University architect.[516] Upon approval by Flemming, Cross instructed Wallmann to proceed with construction of the coat check space on the east terrace and asked that it be finished by fall term 1966.[517]

Also in 1966, the Budget Committee approved a request by Ellingson that the EMU purchase 200 stacking and ganging chairs at $17.20 each for use in the Dad's Room. They would replace the wicker furniture that had been used in the room since the building opened in 1950. These chairs would also be used as lounge chairs in the Art Gallery.[518]

The first redecoration of the Taylor Lounge took place in the summer of 1967. Superior Upholstery and Furniture Co. were asked to recover ten armchairs, 16 overstuffed chairs, four-three cushion davenports and two-four cushion davenports with first quality nylon upholstery material that was fire proofed, stain resistant and included Blue Ribbon foam on all cushions. The cost estimate for the work was $2,974.[519] The colors selected were typical of the era—orange, gold, lime green and blue.

During fall term 1971, Reynolds informed the University Planning Office that the EMU would have three major capitol expenditure needs in the near future and requested that they be included in the

University's capital construction budget. The first was the need to enlarge or replace the existing Canoe Shack on the Millrace. There was a need for additional storage space for canoes and the need for a suitable space for students to construct kayaks. He estimated that 850 sq. ft. of space would be needed at a construction cost of from $20,000 to $25,000. The second project would remodel the 200 series meeting rooms in the EMU, including removing the folding partitions and installing fixed walls, replacing the existing lighting fixtures with low hanging fixtures and providing for furnishings for the space to be used as a lounge. The estimated cost was $25,000 to $30,000. The third project would replace one of the two-eight lane bowling facilities with some other use. The present thinking was for a cabaret style social/food setting. The anticipated cost was approximately $140,000, which included moving the existing pin setting machines from the newer alleys to replace the machines in the older alleys.[520]

Over the next ten to 15 years, all three of these capital projects came to fruition, in one way or another.

Changes in Reporting Lines

When Robert D. Clark became University president in the summer of 1969, he envisioned a new administrative structure for the University and, in July 1971, the State Board of Higher Education approved the University's proposed administrative reorganization.[521] The new structure involved the creation of three vice presidential positions to cover the three major areas of administration and finance, academic affairs and student affairs. Ray Hawk's position of dean of administration was changed to vice president for administration and finance with primary responsibility for the University Business Office and the Budget Office. Harry Alpert's position of dean of the faculty became vice president for academic affairs and provost, covering all matters having to do with the faculty, curriculum and the University's academic mission. A national search was conducted to select a vice president for student affairs, and Gerald Bogen, an in-house candidate, was appointed to that position with responsibility for University Housing, the EMU, the Student Health

Center, Public Safety and the Offices of Student Personnel Services and Student Administrative Services. Bogen was considered a good communicator with students and a communicator for students according to the *Oregon Daily Emerald*.[522]

Anti-Vietnam War and Related Activities

As early as 1965, there were indications of anti-Vietnam War activities beginning on the University campus. In April 1965, the Student-Faculty Committee to Stop the War in Vietnam scheduled an all-night protest meeting in the EMU, having made special arrangements for additional staff, police, etc. David Aberle, chairman of the committee, informed Ellingson that there might be disorderly behavior by individuals who opposed the committee's views during their meetings, which were scheduled from 7:30 p.m. to 7:30 a.m. on April 23-24, 1965. Aberle said:

> We have every reason to believe that those who have expressed sympathy with our efforts will conduct themselves in a manner befitting their membership in the academic community and/or as citizens of the city and state. Several of our supporters have expressed the feeling that such an expectation is not warranted for all of the possible opponents who may turn out to "demonstrate against the demonstrators," particularly some of those who may not be members of the academic community . . . Should you desire to have officials of the Student Union or other University representatives on hand to restore order should such a disturbance occur, we would cooperate with you fully.[523]

A group of students and faculty, who believed that it would be a grave mistake for the United States to withdraw completely from Vietnam, attended the all-night rally in a silent vigil. They wore white shirts or blouses to show their solidarity and 23 of these individuals signed a petition stating their views.[524]

35. Pro Vietnam war activists, gathered in the back of the Ballroom and the Dad's Room, c. 1965.

Following the all-night protest event, Aberle wrote to Ellingson, thanking him and his staff for their assistance during the event. He said, "I do not know what we could have done without your presence and with your staff and its special supplements in keeping order the night of the 23rd. We will not easily forget your coming from another long meeting straight to ours and remaining with us until three or four in the morning and handling problems with which we were not prepared to cope. The Union provided the invisible hand without which nothing could have been accomplished."[525]

Various protest movements continued through 1966-1967. Many rallies were held on the front lawn of the EMU, originating from the Free Speech Platform. In October 1966, the Board adopted a new policy regarding use of the public address systems at the Free Speech Platform on the EMU front terrace. The new policy was reflective of the purchase of portable equipment which was available for check out by individuals or groups. The new policy added a new section to the original policy that read,

"The Public Address unit is made available to enable persons engaged in speeches, debates, and discussions to make themselves heard. It is not intended to be used for program promotion or advertising purposes."[526] The portable public address system was available for check out at the Main Desk by students with a student body I.D. card.

Because many student groups were holding marches and protests, the EMU staff raised questions as to the legal limitations of carrying picket signs in the building. The rules that the EMU abided by were those already established as University policy: "No action, activity, event or program may either by intention or default interfere with any program, meeting, or event of any other organization,"[527] including prevention of a speaker from speaking, prevention of the audience from hearing or seeing the speaker, or obstruction of exits and entrances.[528]

In late 1967, the staff of the EMU expressed concern about the confrontational nature of many of the Black students on campus. The professional staff of the EMU expressed a general feeling that "some sort of attempt should be made to indicate to Erb staff [classified staff] the necessity of being tolerant of other people and their ideas; especially when they are in a position of working directly with the general public."[529] Several suggestions were made as to the best way to present this topic to staff, including a seminar, interdepartmental group meetings, expressing the importance of each person being more tolerant and bringing in faculty from another department to talk with the general staff.[530]

After a steering committee meeting with various faculty and students, Reynolds decided that the EMU would schedule a series of Discussion Groups, with a Black facilitator, dealing with relations with Black students. They would be held on a voluntary basis and he encouraged all staff to participate in the series. In writing to the staff about the series, Reynolds indicated that "one of the most important qualities of an employee of the Erb Memorial Union is his or her ability to develop and maintain a cooperative and congenial attitude in his daily contact with the members of the University community."[531] Following meetings with Don Warfield, executive assistant to the President for staff development and training, and with a group of EMU employees, it was determined that there was a need for "a clearer understanding of our reaction to and evaluation of, the Black student."[532] Employees were permitted to participate in the discussion groups on Union time or compensatory time, at the discretion of their supervisors. The sessions were held on four days in June 1968.[533] Participation in the sessions was not overwhelming. However, those who attended felt that the session were very helpful. These may have been the first such sessions on issues of racism and race relations for staff on the University campus.

An early confrontation with the more radical student movement on the campus occurred over an issue regarding the use of tables on the terrace of the EMU and a policy of not allowing tables in the main lobby of the EMU. On February 2, 1967, a group calling itself "Revolt on Campus," a group not recognized as a campus organization, scheduled a table on the Fishbowl terrace through the ASUO Senate. They made it known that they intended to physically move their table into the EMU main lobby. They were confronted at the west entrance to the EMU by Cross, acting EMU director, who had been instructed by President Flemming to allow them to enter, rather than cause a major disturbance. Following their confrontation with Cross, who informed them that they were violating a University regulation, ratified by President Flemming, a group of nine persons carried their table into the lobby and set up shop there. A crowd of about 100 individuals gathered in the lobby to observe the demonstration and heard a spokesperson for the group read a proclamation stating, "We are asking the following members of the academic community, Professor Kester Svendsen, Professor G. Wannier and Arthur Flemming to engage in public debate with three students over the following issues: 1. Abolition of faculty and student government, and 2. The implementation of community government consistent with the Bill of Rights." [534] Following this confrontation, much discussion was held to decide what to do in the future given similar circumstances, with little help from the President's Office.[535]

Cross informed the staff of the Scheduling Office in the EMU that it appeared that President Flemming had delegated authority to the ASUO president to allow groups of students, not recognized as a student organization, to use University facilities under ASUO patronage. Cross indicated that Henry Drummonds, ASUO president, indicated that he would not do any prior checking on these groups to make sure that they were students. Drummonds was also prepared to allow non-student groups

to schedule facilities with ASUO permission. It appeared that most of these requests would be for tables on the Fishbowl terrace.[536]

By 1967, the campus had become more heated about the war in Vietnam. The Student Faculty Committee to Stop the War in Vietnam held a convocation over three days titled "Three Days of Concern for Vietnam." It involved speakers, debates, workshops, plays and movies.[537]

By 1968, rallies and protest marches had become a common event, usually held on the EMU front lawn with marches around campus, and, on a few occasions, downtown. Feelings ran high, tension between groups and individuals was common place and many EMU staff felt pressured and had difficulty knowing how to react. Reynolds asked the staff to "join in an effort to make our operation as free from friction as possible in our relations with students, staff, and visitors to our building. As we are in a period of time when feelings of tension run high, we should try to remove every possible aggravating thing . . . We should make an effort to be helpful and friendly, no matter how tired we might be . . . We would hope that each person in his pursuit of responsibilities would keep in mind his obligation to help in this area."[538]

Lines of communication also became an important issue by early 1968. It was explained to the Program Staff that if they felt it necessary to notify someone about a confrontation or other major problem they should first report the matter to the EMU director and then notify the President's Office and the dean of students. It was also mentioned that Ray Hawk was the individual who would compile reports from all parts of the campus of "friction" or "trouble" to see if it could be determined if the events were related in any way. Night managers and other staff were instructed to call the police if the safety of any individual was at stake. Otherwise, they were to handle the situation as diplomatically and as quickly as possible. If the police were called, the EMU director was to be notified and then the President's Office and the University switchboard. The staff were "urged to not overact in any situation if [they] could avoid it, but not to take the matters too lightly."[539]

In April 1968, the ASUO Senate adopted a bill to establish a Military Obligations and Draft Information Center and approved a budget of $240. This action garnered the approval of President Flemming, and office space in the EMU was devoted to this activity.[540] Increasing interest on

the part of many male students on how to avoid the draft, or deal with being drafted, brought about this action.

The ASUO Forum Division, with the assistance of the ASUO Executive Office, sponsored another of its spring conferences in April 1968. Scheduled on April 29th and 30th, titled "The University and the Disadvantaged," the major speakers were: Harry Edwards, San Jose State College professor of sociology and leader of the Black Athletes Olympic Boycott: Nevitt Sanford, author of *The American College*; Arthur Pearl, professor of education at the University of Oregon; and William Sommerville, who established the College of Opportunity at the University of California at Berkeley. All of the major events in this conference took place in the EMU Ballroom.[541]

One of the early public incidents involving radical student protest, occurred in late January 1969 in the EMU when U. S. Navy recruiters had scheduled table space to hand out literature and talk with interested students. According to Reynolds, a notice had been place in the *Oregon Daily Emerald* that a "mock trial" would be held in the building during this time where students would try the recruiters for war atrocities.[542] Radical students approached the table and put on a guerilla theater type trial that lasted for 45 to 50 minutes. Most of that group left and then a student "spontaneously attacked the table; doing damage and assaulting the recruiters."[543] The University switchboard was notified and Reynolds spoke with Acting President Johnson. They decided that the police would not be called unless the incident increased in volume. Reynolds suggested that the president come to the EMU and apologize to the Navy recruiters on behalf of the University. Johnson did visit the EMU and also spoke with students who had witnessed the incident. According to Ken Metzler in his book *Confrontation, the Destruction of a College President*, Johnson was told that the Navy had been found guilty of "high crimes against humanity by waging an imperialist war in violation of the Geneva accords."[544] Metzler went on to say that bit by bit the students told Johnson what had happened: the Navy recruiters had been manhandled and literally ejected by force and the protesters had burned the recruiter's literature and the Navy flag. According to Metzler, when asked for reasons for these actions, the students answered Johnson with "a litany of anti-military radicalism: the university's complicity in the military-corporate-

imperialistic war machine; babies being napalmed in Vietnam; the need for active protest as a means of supporting the oppressed peoples of Vietnam, Latin America, and the black ghettos in their great struggle for liberation . . . and if the government did not stop the war the *people* would stop the government."[545] According to Reynolds, Johnson met with representatives of the ASUO and six or seven students who were involved in the demonstration and received reasonable assurances that it would not happen again. They would not, however, *guarantee* that it would not happen again. They also told the president that they had used bad judgment.[546] Later the decision was made to allow the Navy recruiters to return to the campus, but that they would set up their recruiting table in Susan Campbell Hall in the University Placement Office rather than in the EMU.[547]

The day after the incident with the Navy recruiters, President Johnson issued a statement saying that the University would hold the students who participated responsible under the Code of Student Conduct and that the University would cooperate with representatives of the Navy if they decided to bring charges for violation of the law.[548] According to Metzler, Johnson said: "The chagrin of the university community was mutely reflected in the charred ashes of material brought to the campus for distribution by the Naval representatives. It was a lamentable sight to see these ashes strewn across the top of the place chosen for the burning—The Free Speech Platform."[549] Johnson's response gained wide student and faculty support for his position. The ASUO Senate took a strong position in opposition to the actions against the recruiters and passed a bill, titled "Free Inquiry and the Eviction of Military Naval Recruiters," that stated:

> WHEREAS: This University has repeatedly upheld the principles of free expression and free inquiry.
>
> WHEREAS: Free inquiry is so vital to this University and any university.
>
> WHEREAS: No man or group of men should sit in judgement upon and thereby limit or restrict ideas of another man or group of men.
>
> WHEREAS: The recent forceful eviction of U. S. Naval recruiters from the Erb Memorial Student Union was a violation of and great discredit to these traditions of free expression and free inquiry.
>
> THEREFORE BE IT RESOLVED THAT: The ASUO Senate condemns the actions taken by those involved in the eviction of military recruiters, as well as any other action taken by anyone to curtail the free exchange of ideas.
>
> BE IT FURTHER RESOLVED THAT: The ASUO Senate proudly reaffirms the University of Oregon's belief in freedom of expression and free inquiry and trusts that the actions taken by an intolerant minority may not be construed to reflect the official policies and practices of the University of Oregon.[550]

As a result of the Navy incident, several arrests were made including Kip Morgan, who had previously disrupted a Draft Board hearing and was soon to be elected ASUO president, and Roy Bennett, who dressed like Che Guevara and was active in the "Sons of Liberty," a very radical organization.[551]

Also in January 1969, the SAB modified the Lobby Policy for a period of one month as a temporary trial period. Beginning January 23rd, and extending to February 22nd, a maximum of two tables could be scheduled in the EMU main lobby, during periods of bad weather, as determined by the EMU director. This was on a first-come, first served basis and modified by the scheduling officer to give some priority to occasional users over regular users. Staff experimented with different locations for the tables in the lobby and additional tables were always be available on the EMU terrace.[552]

In April 1969, a couple of months after the Navy incident, "shacks" became the protest method of the day. This time the issue was "poverty." One morning a crude tar-paper and pasteboard shack appeared on the front lawn of the EMU, without official permission. Then a second shack appeared, then a third. Finally, six were erected on the front lawn. The plan, which never materialized, was to have a shack town of 40 structures.[553] The morning that the first shack appeared McMillan and Steve Rhodes, Student Administrative Board chairman, went immediately to visit with President Johnson to discuss how to proceed. Their advice to Johnson was that the shack should be removed immediately, since it

was put up without prior permission. Johnson, believing in the long tradition of student involvement in decision making, asked that the SAB take action. The Board, after much discussion and vacillations that resulted in the resignations of one member and the chairman, approved the shacks[554] under the sponsorship of the Black Student Union, The Chicano Student Union and Student Community Projects, with the stipulation that they would remain up for only two weeks.[555] The fact that the University allowed the shacks to remain caused more statewide backlash against the University and President Johnson than any activity to date.

Johnson felt that the shacks were not any more unsightly than the Homecoming signs that students put in front of their living organizations. However, many influential individuals felt differently, including Governor Tom McCall.[556] In Metzler's book, McCall is quoted as saying, "It's so far beyond my ken that when you bust your butt and pay more per person for higher education than any other state in the union, you now have your beautiful state grounds absolutely *desecrated*. It's an affront to have the shacks there for even an hour. Are we now to have our campus *festooned* with those things?"[557] Philip Lang, a state representative from Portland, blamed Johnson, saying "This is an administrative responsibility of your office to take care of them. As I see it, you failed to do it."[558] The purpose of the shacks, to bring the issue of poverty before the campus community, was not particularly successful and eventually they came down, in large part due to a lack of support from the people they were supposed to help. The student organizations involved became lukewarm on the shacks' viability and no one appeared to protest on the day that Physical Plant workers tore them down and carted them away.

The remainder of the spring of 1969 brought more protest rallies, marches and "bullhorn rhetoric" on the terrace of the EMU. A new Black Panther Group formed in Eugene and were said to be arming themselves with pistols and carbines.[559]

A nation-wide Moratorium from normal activity was promoted as a way of giving expression to a sentiment shared by many Americans that participation in the Vietnam conflict should be ended. Scheduled for October 15, 1969, the Moratorium was supported by many national leaders including U. S. senators and representatives. In Eugene, a Moratorium

Committee asked the University to cancel classes as a gesture of participating in the event. President Clark made it clear that, as an institution, the University could not participate. However, he indicated that as an individual matter, it was up to each student and faculty member to decide for himself. As a result some faculty cancelled their classes, some used the class time to discuss the issues and some held class as usual.[560] Reynolds informed the EMU staff that, as a result of discussions with student leaders and several staff, some EMU services would be closed from 10:00 to 11:00 a.m. during the Moratorium Memorial program in McArthur Court. Closed were the Food Service, Recreation Center, Main Desk and Print Shop. He indicated that any staff who wished to attend the Moratorium program in Mac Court could do so with their supervisor's permission. He also said, "Although the national and local leadership of the Moratorium plan only a totally peaceful program, there may be employees within the Department who disagree with certain objectives. If this is the case, please do not consider the Moratorium Memorial closure to be an abridgement of your beliefs. Our Department recognition of the Memorial in McArthur Court should be considered our personal tribute to those who have given their lives in the Vietnam Conflict."[561]

A second Moratorium took place over a two day period in November 1969. In this case the SAB recommended that the EMU remain open during the Moratorium events, not to discourage students from attending the Moratorium, but rather to allow individuals the freedom to choose whether or not to attend the Moratorium.[562] Student employees who wished to participate in the Moratorium were instructed to check with their supervisors for permission.[563]

This Moratorium included a keynote address at a rally by Bob Avakian, one of the leaders of the original Free Speech Movement at Berkeley who later became associate editor of "Ramperts" and who also researched the expose' on the Vietnam War from 1965 through 1967 for "Ramperts." Additionally, there was a march to the Park Blocks and a lecture on the Cuban Revolution by Professor Richard Fagan of Stanford University.[564]

In early April 1970, radical student descent over the presence of ROTC on the University of Oregon campus resulted in violence and the burning of the campus ROTC building. As a result, city, county and state police

were on campus, and the Governor activated the local National Guard unit. These events resulted in more student protest and marches throughout the campus.[565] As a result of these events, Reynolds was asked to cancel a concert by the Rascals, scheduled for Friday, April 17, 1970 in McArthur Court. Bill Owens, Northwest Releasing Corporation, was able to convince the Rascals' agent that there was an emergency situation and there was a necessity to cancel without financial penalty.[566] In thanking Owens, Reynolds explained that "it was deemed necessary that we reduce to the minimum both points of confrontation and large group meetings. This action, coupled with other decisions, has temporarily moved the disruptive tactics to a more non-violent framework. Although we continue to have daily confrontations, they are at the present of a non-violent nature. Unless the University or community at large errs in judgment, we may be fortunate enough to make it through spring quarter without further overt acts of violence."[567]

The ASUO Senate, after defeating a motion that demanded that the University president immediately remove all law enforcement officers and agents from the campus before they precipitate further violence, passed a motion that called for a "general strike."[568] This occurred at a special session of the Senate, called by Senate President Bob Winger at 10:20 p.m., following the regular meeting of the Senate, held at 7:00 p.m., April 23, 1970.[569]

This vote resulted in a strike which included taking over the EMU and keeping it open 24 hours per day for several days. This action was taken with the full cooperation of the EMU professional staff, who negotiated with the ASUO and student radicals to arrange a cooperative agreement about how the building would be used. Professional staff rotated duty so that there was someone in charge of the building every night of the strike and students agreed to not trash the building, to clean up after their rallies and events and to not attempt to enter areas, like the Food Service area, without prior permission. Because the staff and students cooperated about the strike, the EMU was not trashed, burned or otherwise harmed, unlike the occurrences on many other college campuses around the country.

By April 27, 1970, it appeared that the strike was de-escalating and that things would be returning to normalcy in the near future.[570] In

discussing the events during the days of the strike, Reynolds thanked Murray, McMillan, Bartlett, Larsen, Sandford and others for their help and support during these trying times. He indicated that if any employee was too upset with the disturbances so they could not perform their job then, on request, a special leave could be granted after discussion with Reynolds, as long as they stayed at home where they could be reached by phone, if needed.[571] By April 28th, the building closed at its usual closing time, leaving the TV Room and Room 101 open for student meetings overnight. It was also noted at this time that the EMU had lost $600 worth of furniture during the strike and that the contractor working at the Law School had lost some tools.[572]

Though not related specifically to the EMU, it should be noted that it was during the April strike that some 500 people took over 13th Avenue between Kincaid Street and University Street. They built barricade planters of bricks and mortar filled with dirt, shrubs and plants, and re-routed traffic at both ends of the street with signs stating, "Detour, the Peoples Street." Since it was a city street, the University made a decision not to call the police, but to let the city take care of the situation.[573] After a public hearing and several days of negotiation, students agreed to take down the barricades with the promise that the city and the University enter into negotiations to permanently close that portion of 13th Avenue.[574] The City Council closed the street on a temporary basis, held a public hearing and eventually closed the street permanently. Sometime later the City vacated most of the streets internal to the campus and they became the responsibility of the University.

Unfortunately, the student strike at the University of Oregon was followed almost immediately by the tragic events of the American troop entrance into Cambodia and the killing of four students by the National Guard during a protest rally at Kent State. As a result of these events, the ASUO Senate called for the University of Oregon to participate in a national strike on all college campuses. The motion, made by Ron Eachus and passed by the Senate on May 5, 1970 said in part, "We cannot go without immediately reacting to these conditions . . . It is clear that in such a time of crisis we cannot continue as usual. However, we, the students of the University of Oregon cannot act alone. We must not take action against the University, but rather we must take action as the

University."[575] The motion went on to urge the faculty to vote the University into a state of closure in order to organize a community effort in opposition to furtherance of the war in Southeast Asia. If the faculty chose not to close the University, then they urged individual faculty members to commit their time and effort and their class periods for that purpose.[576]

The next day, May 6th, the faculty arrived at 150 Science for its regular monthly faculty meeting to find that the seats were already filled. As a result, President Clark moved the faculty meeting to McArthur Court where faculty were seated in a separate section of the bleachers and several thousand visitors were in attendance. Clark told the assembled audience that in this time of national crisis the University could not respond in a conventional manner. He announced that he had called a special meeting for that evening of the members of the 1969-70 and 1970-71 Faculty Advisory Councils and representatives of the Associated Students to plan an effective campus wide effort "to bring to the community an understanding of the depth of student feeling and despair over recent events."[577] Clark informed the audience that the University would not hold classes on Thursday and Friday of that week so that students and faculty could attend campus wide meetings and events to discuss these issues.[578]

The following week, some 1,500 to 2,000 students, meeting in McArthur Court in conjunction with the "Can Man Survive" class, voted to strike against "business as usual" at the University. During the prior week when classes had been suspended for two days, many students had gotten involved in various forms of political activity and petition drives. In response to this action, President Clark requested of faculty that students be allowed to participate in these activities without any fear of an academic penalty. Three options were given: faculty could award a grade or an incomplete; instructors and students could work out individual arrangements for those participating in activities outside the classroom and receive credit for the course; or arrangements could be made for students who wished to continue normal course work.[579]

In addition to activities related to the War in Vietnam, the EMU was faced with increasing drug problems in late 1969 and early 1970. It was noted in an EMU staff meeting that "students acting in an unusual way, who may be on drugs or something similar, have become a rather serious problem in the Erb Memorial Union"[580] It was suggested that a counseling or emergency center might be needed to handle these unusual cases, particularly since the Student Health Center could not accept non-students.[581] In January 1970, Reynolds noted that the drug problem in the EMU was becoming increasingly bothersome and he encouraged staff to make drug trafficking uncomfortable for those involved.[582] In April 1970, it was announced that a Crisis Center had been established for overnight emergency situations from 5:00 p.m. to 8:00 a.m. The staff for the Center were located on the third floor of Gerlinger Hall.[583] It was also announced that White Bird socio-medical aid station in downtown Eugene was available during the daytime hours when the University Crisis Center was not open to handle persons exhibiting unusual behavior due to drugs or alcohol.[584]

The problem of drug traffic on the campus and that it was being conducted primarily by non-students who frequented the campus and in particular the EMU building became of increasing concern to the University. Ray Hawk wrote to Circuit Court Judge Roland Rodman describing the University's concern over this issue. He noted that in addition to drug trafficking issues, they were also concerned about the growing number of behavior problems that had their roots in drug abuse by non-students. He sited a recent stabbing on campus and a shooting off-campus that were caused by high school students who were allegedly "high" on drugs. He indicated that the University needed the court's assistance in solving these problems and asked Rodman if it were possible, as a condition of probation, to exclude those non-students found guilty of violation of dangerous or narcotic drug laws from the University's property.[585] Rodman discussed the issue with Judges Allen, Spencer and Cottrell and indicated that they felt that it would be completely appropriate and they would be willing to impose such a condition of probation, if the convicted drug offenders were non-students and if the offense had been committed on campus. He also suggested that the University bring the same issue before the Lane County District Court Judges, since they often heard initial charges for drug violations.[586]

The conditions in the EMU, due to overcrowding and extensive non-student use of the building, became an issue that spread out

beyond the confines of the University community and began to come to a head in the spring of 1970. For example, President Clark received a letter from Mary Gorman, a Portland alum, who, with her family including young teen-age children, attended a Saturday track meet at Hayward Field. Following the meet the family stopped in the EMU for a coke and according to Gorman were "slightly appalled at the sight of about 200 of the worst looking, dirty, unkempt group of people [she] had ever seen."[587] She asked Clark, "Where do the normal, average students congregate—what's left for them. Does everything have to be dominated by the radicals?"[588]

Governor Hatfield also wrote to Clark, raising similar issues that had been brought to his attention by a concerned citizen. Clark responded to Hatfield with a number of observations that were pertinent to these concerns:]

> The biggest problem in the Student Union is overcrowding. It is a beautiful building designed for 7500 students. The central lobby is a hub, a circulation area for the whole building and it worked splendidly when half our present number of students were enrolled. If the building were filled with crew cuts and midi skirts, people would still complain about boisterous, rudeness, litter, etc.
>
> We are in the midst of studying the design of the building to see if there cannot be some changes effected to disperse the concentrated numbers. In addition, we are planning satellite units to be constructed in the next year or two and to give us some relief. A part of the complaint arises because large numbers of the younger generation with their styles of hair-do and dress and large numbers of minority students congregate in the Union. These young people who, for the most part, have a keen sense of values, even though their sense of decorum is not acceptable to the middle class . . . True we have problems on the campus. But thus far they have been relatively minor. I hope we can keep it that way. I am opposed to violence and to disruptive behavior. I think they are destructive of the University itself, and I will do all that I can to prevent such outbreaks or to take action against offenders if there are such outbreaks.[589]

In late June 1970, Reynolds wrote to Hawk and described for him the increasing problems that were face by the EMU. He spoke of the drug abuse and a climate of hostility that had steadily increased on the campus, particularly in the EMU. Hostility had changed from minor scuffles to major assaults involving knives and guns and "the drug situation [had] increased from occasional usage to major abuse and illicit traffic."[590] Reynolds said that the reaction of the campus community has changed from "curiosity and mild apprehension to personal intimidation and fear."[591] Income in the Food Service had failed to make gains and the catering operation had lost customers. Reynold went on to indicate that from 3:00 in the afternoon on, the Fishbowl, lobby and the annex were occupied almost exclusively by non-students and that students, faculty and staff had abdicated most of the space they once occupied to the non-students in the building. Reynolds went on to assure Hawk that:

> The increased number of non-students in the building has not occurred without scrutiny and concern. A student union, by its nature, is the primary place on campus where students and their friends gather for social interaction. It is only natural that the atmosphere attracts non-students who seemingly have no other place to gather in the Eugene Area. The traffic created by the Union serving as a logical gathering place for non-students is now severely compounded by the "attractiveness" of drug traffic.[592]

According to Reynolds, police and court records clearly showed there was non-student involvement in the drug traffic occurring in the EMU, and the majority of the personal altercations that occurred in the building over the past several years had in part involved non-students. As a result of the increasingly difficult situation, Reynolds felt that drastic actions were needed to control the non-student element in the building and it appeared that the only alternative left was to close the building to non-students. Reynolds had discussed the issue with the ASUO, Student

Services and the Minority Relations Office and they agreed that this step was inevitable. With the assistance of Assistant Attorney General Ray Underwood, Reynolds prepared a policy statement that would be posted on all doors of the EMU. It read:

> The Erb Memorial Union is limited to use by University of Oregon students, faculty, and staff. Individuals in any of these groups may bring an escorted guest into the Union. Other guests may be authorized by the Office of the Director of the Erb Memorial Union. The presence at the Erb Memorial Union of persons not so authorized to be there constitutes a trespass and this statement is due notice thereof as required by Oregon law.
>
> Those not complying with this notice are liable to consequences for non-compliance under the ordinances of the City of Eugene, Oregon and Oregon Revised Statutes, including Section 164.460 which provides arrest and punishment for trespass.[593]

In Underwood's opinion, these paragraphs, posted at each entrance, constituted a legal basis for keeping non-students out of the building. In addition, Underwood provided a similar statement to be handed to anyone who refused to leave the building when asked. If a person, upon being asked to leave and handed the statement still refused to leave, the appropriate law enforcement officials would be called in. Additionally, guests of students would be expected to abide by rules and regulations of the University, the City and the State, and should they not, the EMU would have the right to ask them to leave despite the fact that they were an escorted guest of a member of the University community.[594] Special arrangements would be made for conference attendees and other official guests of the University.

Reynolds asked Hawk to bring this policy recommendation to the immediate attention of the president in order that it could be instituted early in the summer quarter.[595]

With the approval of President Clark[596] and the University administration, the ASUO Summer Senate and the administration of the EMU, the policy to close the EMU to non-students went into effect on July 2, 1970.[597] Reynolds notified all deans and department heads on the

campus about the new policy, stating that it had "been adopted only after exhaustive efforts to resolve difficulties arising from misuse of the Union facilities by outsiders."[598] Certain guests of the University would be allowed the use of the EMU if they carried with them certain credentials: conference delegates were required to wear their identifying name tag at all times; departments would be able to secure guest ID cards for departmental or school guests; and spouse ID cards were available for spouses of students, faculty and staff.[599]

Regarding the closure of the EMU, Reynolds wrote to former SAB chairman, Steve Rhodes, now stationed at Fort Ord, describing the reasons for the closure. He said that the EMU had been "operating under this policy now for four days with no significantly major difficulties. We have every hope of relaxing our policy later on so that we can let guests in less discriminately."[600] He noted that one of the reasons for the policy was to get the EMU out of the situation of being a public building. By positing the building as non-public, the EMU gained the ability to ask people to leave the building or be arrested for trespass.[601]

In September 1970, Reynolds notified President Clark that he had been in conversations throughout the summer with the ASUO about the policy of closing the EMU to non-students, etc. He told Clark that, after the adoption of the policy in July, the EMU had experienced no hostile actions and no known drug traffic and, with the exception of one evening, had experienced no difficulty in enforcing the policy and that it was never necessary to make an arrest. Because it was the feeling of the ASUO that when school opened in the fall it would be better if the policy were less restrictive and put more emphasis on the individual's responsibility for their own behavior, Reynolds and the ASUO Summer Senate with the assistance of Ron Eachus, student body president, drafted a new policy that went into effect on September 22, 1970.[602] The new policy to be posted on all entrance doors read:

> The Erb Memorial Union is limited to use by University of Oregon students, faculty, and staff.
>
> Individuals not members of any of these groups are welcome as guests provided that they abide by the policies of the Erb Memorial

> Union, the University of Oregon Code of Student Conduct, the laws of the City of Eugene, and the laws of the State of Oregon. Guest privileges may be revoked and student, faculty, and staff privileges suspended at any time by the Erb Memorial Union Staff for violation of any of the above. If violators fail to leave the premises upon request, use privileges may be revoked or suspended and the violator may be cited and prosecuted under the ordinances of the City of Eugene, and Oregon Revised Statutes, including Section 164.460. Any person may appeal to the Student Administrative Board whenever he feels that his privileges have been unjustly revoked or suspended. Copies of Erb Memorial Union and University of Oregon Code policies are available at the Erb Memorial Union Main Desk.[603]

Reynolds reviewed the new policy with the Student Administrative Board at their meeting of October 8, 1970. He stated that during the summer their had been no hostilities and little or no drug traffic, but that objections had been raised about the elitism of the earlier policy. The modified policy that was established following an August Senate meeting stated that all persons in the building were responsible for their own behavior. Reynolds also indicated that, if there were serious problems as a result of the change in policy, the policy would change.[604]

Theft of Art Objects

A problem that reoccurred from 1968 through 1970s was the theft of art objects from the EMU, both from the permanent collection and from art exhibits in the EMU Art Gallery. In May 1968, a piece of sculpture from the Pacific Northwest Art Annual exhibition was stolen from a pedestal located in the 2nd floor lobby. The piece was titled "Run, Run, See the Girl Run," by sculptor James Fitzgerald of Seattle, Washington. The sculpture was made of bronze, 20 inches high, mounted on a five inch square of black iron and weighed about 50 lbs.[605] In September 1969, several prints were stolen from the Art Gallery and from the Jazz and Classical Listening Rooms.[606] A month later three serigraphs were stolen from the Joan Drew exhibition in the Art Gallery, a Western

Association of Art Museums traveling exhibit.[607] Because of the recent thefts, the EMU cancelled the showing of an exhibition of Eskimo Prints from the Western Association of Art Museums, reporting to the Association that the EMU could not guarantee that it would not suffer further thefts.[608]

Following the thefts from the Drew exhibition, the Western Association of Art Museums told the EMU that it would not be able to rent exhibits to them in the future unless the security problems were solved.[609]

In April 1970, a piece of sculpture was stolen from the Taylor Lounge. The piece was titled "Trio," by sculptor George Laisner, and was a part of the permanent art collection of the EMU. It was valued at $300.[610] In May 1970, three photographs from the 10th Pacific Northwest Art Annual were stolen from the exhibition in the EMU Art Gallery. The photographs were by George Carver, Elmar Wefers and Arthur Wright, and valued at $30 to $40 per photograph.[611]

Because of these thefts, the EMU Cultural Division was very limited in what it could program for art exhibits. Discussions were held about various security measures for the Art Gallery, but none proved satisfactory at the time.

Unionization of the Student Food Service Workers

As early as 1967, students working in the Foods Service areas of the EMU expressed displeasure with their pay rates and requested a raise in their hourly pay rate from $1.25 per hour to $1.40 per hour, effective November 1, 1967. The request was accompanied by a list of reasons why such a raise was justified, including: the fact that they were among the lowest paid student jobs on campus; that Oregon State University's food operation paid students a minimum of $1.36 per hour; that civil servants working in the Food Service had received a large pay increase, etc.[612] After several meetings between the student workers and Reynolds, Reynolds proposed and students accepted a new graduated pay scale. The scale was put into effect for student food service workers, student custodial assistants and student laborers. The base beginning rate was still $1.25 per hour. However, after three months of continuous employment wages would

increase to $1.30 per hour and after two more terms of satisfactory performance the rate would increase to $1.35 per hour. An additional increase to $1.40 per hour was possible if the supervisor submitted evidence of meritorious service. These new wages corresponded to approximately 85% of the civil service wage scale for similar workers.[613]

However, in the fall of 1969, student food service workers in the EMU began to make plans to form a collective bargaining unit. They gained the support of the Student Administrative Board in their effort and, in November 1969, Rex Armstrong, chairman of the Student Administrative Board, sent President Clark a copy of a resolution passed at the October 21, 1969 meeting of the SAB that read as follows:

> Whereas the National Labor Relations Act (the Wagner Act) of 1935 made it legal for employees to organize and bargain collectively with their employers, i.e. to unionize.
>
> Therefore, be it resolved that the Student Administrative Board affirms the right of Student Union employees to organize and bargain collectively without fear of duress or coercion.
>
> Be it further resolved that this message be communicated to the proper authorities including the Union manager, Dick Reynolds, the A.S.U.O. President and the A.S.U.O. Senate for their approval.[614]

Clark responded to Armstrong indicating his support for the SAB resolution regarding the right of EMU employees "to organize and bargain collectively without fear of duress or coercion."[615] Shortly thereafter the student food service employees made a formal request to the Public Employee Relations Board to form a collective bargaining unit and the University made a counter proposal that the Board recognize a collective bargaining unit for all student employees at the University of Oregon, not just food service workers. The proposal would have made the bargaining unit open to all student employees not already represented by a union. The unit would exclude all classified employees and those students

represented by the Graduate Student Employees Association.[616] A hearing by the Public Employee Relations Board was held in Eugene on January 28, 1970 and, after hearing presentations by all sides to the issue, the Board concluded that: the facts did not substantiate the University's position that all student employees worked under the same conditions; Council #75 of AFSCME failed to show that the problems of the EMU student food service workers were unlike any other group of student employees; the student food service workers in the Housing Department appeared to have similar duties, skills and working conditions as those in the EMU; and there was serious question if students who were enrolled for less than eight credit hours could be considered unclassified student employees, and therefore they were represented by OSEA.[617]

The Public Employee Relations Board ordered that: the appropriate bargaining unit would be made up of the unclassified student employees of the Food Service in the EMU and the Housing Department; such a student must be enrolled for eight or more hours and not be represented by the Graduate Student Association; the students who could vote in the representation election were those who were currently employed in either food service operation or who were on an on-call list and who had worked ten or more non-consecutive hours during the last full month before the election; and that a representative election would be held and that the choices on the ballot would be "I wish to be represented by Council #75, AFSCME, AFof L-CIO for the purpose of collective bargaining" or "I wish no representation for the purpose of collective bargaining."[618]

The representative election was held on April 22, 1970. There were 190 students eligible to vote, 40 cast votes in favor of representation by AFSCME and 18 cast votes in favor of no representation.[619] On April 28, 1970, K. E. Brown, Board agent for the Public Employee Relations Board, certified that Council #75 AFSCME, AFof L-CIO was the exclusive bargaining representative for the Student Employee Food Service Unit at the University of Oregon."[620]

Iceberg Lettuce Boycott

A major issue faced by the EMU was that of the service of non-union iceberg lettuce in the EMU Food Service areas. Beginning in early winter

term 1971, some students on campus began supporting the United Farm Workers in the Salinas Valley of California in their boycott of iceberg lettuce over the issue of a labor agreement with the various growers in that area. ASUO President Ron Eachus, wrote to Reynolds in February noting that it had come to his attention that the EMU was or might be serving non-union lettuce. He asked that the EMU explore ways that it could avoid serving non-union lettuce and that the EMU make every effort to serve only union lettuce.[621] Shortly thereafter, it was announced that the EMU Food Service would begin to post notices stating whether the lettuce of the day was union or non-union lettuce so that customers could decide whether to purchase.[622]

This action seemed to take care of the issue for a short while, but, in the summer of 1972, the issue came up again, with a request from ASUO Student Body President Bill Wyatt asking that the EMU cooperate with the "iceberg" lettuce boycott, initiated by the United Farm Workers, and not handle iceberg lettuce. After reviewing the problem with the University administration, Reynolds responded to Wyatt that it was the position of the University that the EMU would continue its current practice of making available salads from greens that were an alternative to iceberg lettuce as well as salads made from conventional head lettuce. This procedure allowed customers to make known, in the economic market place, their preference. He said, "To the degree to which this preference reflects a choice for lettuce other than head, we will adjust our purchases."[623]

During school year 1973-74, the lettuce boycott was extended to table grapes and both were the subject of a formal boycott of the EMU Food Service by spring of 1974. In February 1974, a group of student protestors disrupted the formal luncheon meeting of the 55th Annual Oregon Press Conference held in the EMU Ballroom. During the disruption, students marched through the rows of dining tables, commandeered a microphone and interrupted the program of singing by the University Singers. A lettuce salad was overturned and a speaker at the head table was called a racist by one of the protestors. As a result of this event, several participants in the protest were cited before the Student Conduct Court. However, they were found not guilty because the level of conduct did not meet the level of conduct prohibited by the Conduct Code. According to the Court, the actions did not constitute a significant enough disruption of a University activity.[624]

By April 1974, student organizations had set up an Alternative Food Service on the EMU Terrace as a part of the lettuce boycott. Organizations alternated sponsoring the terrace table, each acquiring the appropriate license for the sale of food from the Lane County Health Department.

Also in April 1974, Reynolds sent a memorandum to all food service employees to discuss with them the impact of the Food Service boycott. He informed the employees that the net effect of an effective boycott of the EMU Food Service would be a reduction in food business and that some impact had already been felt. Because the Food Service was a financially self supporting part of the EMU, he noted that it was necessary that the cost of food, labor and overhead be met by generated income. He noted they would try very hard to avoid layoffs, but if the business declined they would have to make staff adjustments to make up for the revenue loss.[625] By mid-May, Ken Larson, Food Service director, reported that the Food Service income was down 25 to 30% and that employee hours had been reduced by 500 to 600 hours, accomplished by normal attrition.[626]

In early May 1974, the SAB passed a resolution supportive of the lettuce and grape boycott of the EMU. The SAB's resolution stated, "It is the sentiment of the SAB that no non-UFW (United Farm Workers) iceberg lettuce or non UFW table grapes be sold in the Erb Memorial Union."[627] According to the *Eugene Register Guard*, the language of the resolution was proposed by SAB member Fahad Aldoasary, who said that President Clark's refusal to ban the purchase of non-UFW table grapes and lettuce was in order to keep the University "neutral" on the boycott issues.[628] Actually, Clark's refusal to support the boycott was because of the State Board of Higher Education policy that said that it was inappropriate for state institutions to take official positions on such matters. The State Board reaffirmed their policy statement, last reaffirmed by the Board in February 1969, at their May 21, 1974 meeting. The statement read as follows:

> The Board long has had a basic policy that institutions, as institutions, take no action favoring or opposing a particular

> position on public issues. This policy of institutional neutrality on public issues was adopted soon after the Board was established and has served the System well. This long-established policy is reaffirmed.[629]

Without permission, the Revolutionary Student Brigade (RSB) moved the alternative food service into the the TV Room inside the EMU, just off the Fishbowl terrace. This action was protested by the EMU administration. However, President Clark disagreed and allowed the alternative food service to continue to operate out of the TV Room. He felt that it was an effective way for students to voice their support of the lettuce boycott and the United Farm Workers and their cause. In his State of the University address to the faculty in October 1974, Clark did not re-argue the policy of the State Board but rather he spoke to "the rights of students to express their views, to organize their efforts in behalf of causes or candidates, and to make University facilities available to them on terms as liberal as the law and the Board policy will permit, and with the minimum possible obstruction through regulations."[630] Clark went on to speak about the lettuce boycott and said, "I said last spring—and repeat now—that loss of revenue in the food services is not a legitimate reason for restricting boycott activities. Loss of revenue is not really the objective of the boycott—the objective is to reduce or eliminate the purchase of non-UFW lettuce."[631] Clark went on to say that better controls over fund accounting procedures for student organization fund raising had been put in place as well as work with the Student Conduct Committee to be sure that sanctions were in place to take care of unacceptable behavior by student organizations participating in the boycott.[632]

Approved University Fund-Raising Applications and attached Reports of Product and Services Sales indicated that, during fall, winter and spring terms 1974-75, such organizations as the Oregon Council for the Poor, the Revolutionary Student Brigade, the UFW Solidarity Committee, the Eugene Coalition, the Friends of the Farm Workers, the Ethopian Students Union, the University Feminists, the New University Conference, the Gulf Solidarity Committee and the Young Socialist Alliance alternated sponsoring alternative food service sales in the Boycott Room of the EMU

(the old TV Room), with sales reports indicating a net income per day of something between $50 and $75 going to support the food boycott of the EMU Food Service and in particular the EMU Cafeteria.[633]

Though the amount of food sold on a daily basis in the alternative food service room was not huge, the atmosphere that the boycott fostered on the terrace and in the EMU was partially responsible for a large reduction in Food Service patronage over several years—a loss in revenue that would lead to a sizable cash deficit from which the EMU would recover slowly. The crowded conditions throughout the building, but particularly on the 1st floor, were also a large factor in the reduction in patronage of the services in the EMU.

CHAPTER X

EMU SECOND ADDITION

Need for Space Surfaces Early

As noted in an earlier chapter, additional space needs for union activities began to surface in the early sixties, shortly after the first addition to the EMU was opened. By the fall of 1965, space needs were becoming critical, particularly lounge and study space. At the request of President Flemming, Ellingson began trying to locate space that would be suitable for a satellite union. He notified Lindstrom and John Lallas, Office of Institutional Planning and Research, that there were three sorority houses that might be available between Kincaid and Alder Streets on the south side of 15th Avenue: the Pi Beta Phi house on the corner of 15th and Kincaid; the Zeta Tau Alpha house at the corner of 15th and Alder; and the Alpha Chi Omega house in the center. He suggested to Lindstrom and Lallas that perhaps the University should look into extending its boundaries to include this half block.[1] Ellingson later reported to Flemming that after further study by himself and Lallas to locate possible additional lounge/study/snack bar space, they had determined that: the Ann Judson House between 13th and 14th was not available; none of the houses in the block between Alder and Kincaid and 13th and 14th were available that year; none of the houses on the South side of 15th were available that year; and no buildings on the West side of Alder that might be suitable were available for sale.[2]

Ellingson weighed the costs of three other possibilities: the use of Gerlinger Alumni Hall; the use of the Student Union dining room complex; and the use of the Ballroom from 9:00 a.m. to 1:30 p.m. He recommended that the Ballroom possibility be selected and estimated that it would

provide approximately 350 effective study/lounge spaces, including snack bar space, and would cost the union about $3,135.[3]

By January 1966, the issue of additional space was still not resolved. Ellingson wrote to Flemming, reminding him of the recommendation to use the Ballroom in the mornings for additional snack bar/lounge/study space in the mornings. Ellingson formally recommended to Flemming that, if it was determined that additional such space was needed, the Ballroom should be used for that purpose.[4] However, the Student Union did a customer count and determined that it would be possible to postpone the use of the Ballroom space for a study/lounge/snack bar until fall term 1966. Ellingson notified Flemming of this change in plans, indicating that, due to prior scheduling, it would be difficult to use the Ballroom on a regular daily basis for the remainder of the school year. He also noted that if it were possible for the union to use Hendricks Hall's dining room and kitchen beginning fall term 1966, it would not be necessary to use the Ballroom in this way.[5] In order to be sure that the Ballroom would be available beginning fall 1966, Ellingson instructed various members of his staff to reserve the use of the Ballroom on a five day a week basis from morning to early afternoon for the school year.[6]

While these short term solutions to the overcrowding problems of the union were taking place, Ellingson had a conversation with President Flemming, which he documented in writing, in which they agreed on three capital priorities for the University. These priorities were:

1. 1967-68 Biennium: Construction of satellite operations, including one major satellite food service operation on the West side of the campus, the Dormitory student service center on the East side, and at least two additional smaller satellite operations (approximately 6,000 sq. ft. each) at the North and South ends of the campus.
2. 1969-70 Biennium: Construction of a Continuation Center, i.e. Conference Center . . . noted three major site alternatives to be studied: a major addition to the Union on the South; a continuation center without food service in the cemetery area; or a major building including food service and Union type

programming space, possibly North across Franklin Blvd from Villard Hall.

3. 1971-72 Biennium: A major addition on the Union.[7]

The November 1965 agreement between Flemming and Ellingson was repealed and no action was officially taken to expand the union. According to Bill Hershman, chairman of the SU Board's Long Range Union Planning Committee, students were paying $19.50 per year in Student Building Fees to the State System, but none of that money was being used to alleviate the need for additional space in the SU. In a report to the SU Board, Hershman told the Board that the union had surpassed its ability to serve the student body by five years and 5,000 students. His committee recommended to the Board that a major addition to the SU be requested and that decentralization be avoided.[8]

Centralization vs. Decentralization

The issue of centralization vs. decentralization of union facilities was debated by various campus groups over a several year planning period. In October 1966, Richard Unruh, architect with the Office of Planning and Institutional Research, prepared a lengthy discussion paper. He spoke about the urgent need to continue the concept of a unified campus community—maintaining interaction among all members and maintaining personal contact. He quoted from the Association of College Unions International's "Role of the College Union," as a community center for the college—a living room of the college. In discussing the planning alternatives, Unruh indicated that the most significant contribution of the union to the University community was that it served "as a common meeting ground for students and faculty outside the classroom and office."[9] The alternatives he suggested were: maintenance and extension of the core union programs by expansion of the main building located in the heart of the campus; development of another major union building; and development of a system of specific purpose sub-center satellites combined with a later addition to the present building. He concluded that small satellites within academic buildings (the first of these was tentatively planned in the new Science building addition), the building

of a west side intermediate scale satellite and an eventual expansion of the present building would be the best way to achieve fairly immediate relief of the crowding of the main SU.[10]

In a summary report on long range expansion of the SU, Unruh quoted Ellingson in his concern of "whether or not it is possible to maintain the concept of the Union as a unifying force through decentralized facilities." Ellingson also noted that the proposed satellite in the Science addition was of particular concern to the Union's Committee on the Future of the Union because they felt it would become primarily a "camping ground" for science students.[11] Unruh went on to indicate that it was the conclusion of the Office of Planning and Institutional Research staff that "to alleviate present congestion, eliminate obstacles to the use of Union facilities by faculty, and to promote increased use of facilities for student-teacher interaction, the University's Union needs [could] best be met in the immediate future by limited decentralization."[12] It was felt that neither the main union nor any addition to the main building could provide the kind of spaces that would foster social-intellectual contacts between students and faculty and interdisciplinary exchanges. Thus their recommendation was to provide limited decentralization by the construction of satellites in academic buildings.[13]

When Dick Reynolds arrived on the campus as the new director of the SU in the summer of 1967, one of his early actions was to write a lengthy memorandum to President Flemming expressing his concern for the lack of planning for additional space and program needs of the union. He mentioned several reasons for bringing the issue up at that time: the current usage of the building far exceeded its ability to adequately serve the needs of the campus community; much of the anxiety being expressed by students over the program organization had its roots in the unsolved space problems; these anxieties were beginning to spread from the ASUO hierarchy to other student organizations and University groups; as pressures for space mounted, members of the community would shift their anxieties to other topics or areas that are more vulnerable to attack; and a major outgrowth of the overcrowding was that students had no place to go to overcome mounting campus pressures, except one single lounge and overcrowded eating spaces. Reynolds pointed out to Flemming that there appeared to be nothing in the planning stages for

expansion of the union, even though Ellingson had pointed out as early as 1965 that a deficit of space for 4,000 students existed in the union at that time. He noted that if planning for a union addition began immediately, it would not open until 1971. By that time, the deficit for space would be for 9,000 students. Reynolds asked for Flemming's support to begin student, faculty and administrative participation to work on an architectural program that could be presented to the president by November 1967, in order to get it on the biennial capital construction list for the University as a top priority.[14]

Responding to Reynolds, on behalf of President Flemming, John Lallas told Reynolds that the project proposals for expansion of the union, originally submitted to the State Board for the 1967 biennium and subsequently postponed until the middle of the 1969-71 biennium recommended a satellite building of approximately 17,000 square feet on the west side of the campus. Lallas suggested that Reynolds review and make recommendations related to the long-range needs of the union, e.g. a major satellite building on the west side of the campus, smaller satellite stations in major academic buildings, expansion of the main union building, the relationship between the proposed Continuation Center and the student union and provision of a full program of student services.[15]

Reynolds responded to Lallas in a document titled "Union Planning," submitted in October 1967. He stated that he had reviewed all of the prior planning documents relative to union expansion, talked with students and faculty members and reflected on the information before developing his own recommendations. Reynolds reviewed the history of the space needs, noting that the University now had a student body of 13,500 plus a faculty of 1,068 for a total of 15,378 individuals to be served by the union. He estimated that by 1971 they would be serving at least 17, 400, a deficit of space for 10,500. This deficit alone was more than the total population when the building's last addition was opened. He noted that a good deal of consideration had been given to the idea of satellite lounge-food facilities, including the west side satellite and smaller stations projected in academic buildings. It was anticipated that these facilities would be built prior to any major addition to the union itself. However, Reynolds disagreed with such a plan. He strongly felt that development of satellites would in no way relieve the union of mounting pressures for more meeting rooms, food service facilities and program facilities, and that there was an integral feature for the success of a union operation in the coordination and cooperation between the various service areas of the union and the activities program.[16]

Attached to Reynolds' document was a list of the square footage requirements for a major addition to the Erb Memorial Union including: 13,100 square feet for a banquet hall seating 1,000 persons; an Arts and Crafts area of 4,050 square feet; 3,090 square feet for student publications offices, including the *Oregana* and the *Oregon Daily Emerald*; ASUO and EMU student activity offices and work space of 7,750 square feet; public and employee lounge space of 8,000 square feet; a 2,850 square foot table service restaurant; an additional coffee shop of 2,000 square feet; additional cafeteria and snack bar space of 6,825 square feet; 8,000 square feet for 16 additional meeting rooms; 930 square feet for a travel agency, ticket office and public officette; 2,980 square feet of space for the Wagon Museum; and 27,625 square feet for a recital and convocation hall. The total square footage amounted to 87,200 square feet. Reynolds also suggested that on-site parking, possibly underground, should be considered for 300 to 400 spaces.[17]

On October 15, 1968, the Office of Planning and Institutional Research issued a revised document titled "Building Program: 1969-71 Erb Memorial Union Addition in which all of the uses and square footages listed by Reynolds were included, with the exception of 30,000 for the recital hall and Wagon Museum.[18]

However, the push to build a satellite or satellites continued to be a topic of discussion on the campus among both students and faculty. At the request of Bill Blevins, assistant to the president, and on behalf of Acting President Johnson, Reynolds sent Johnson a paper in December 1968 outlining the reasons that the staff of the EMU believed that an addition to the EMU was preferable to a major satellite on the west side of the campus, or several smaller satellites in academic buildings. He indicated that these thoughts were reflective of the students who had served on the Union Planning Committee for the past two years. Reynolds raised the question: "Is the campus large enough to support two separate and self-contained Union facilities?"[19] He noted that student and staff

committees over the prior two years had agreed that, with the present location of the union and the projected enrollment of the University, the program goals would best be met by building a major addition on the site of the existing building. Regarding satellites, the staff and the Union Planning Committee recommended that they be built under certain stipulations, such as:

a) that such satellites be only of a service nature. b) that such satellites not have "built-in" factors that would lessen campus unity by catering to certain campus "sub-units" or "sub-cultures." c) that such satellites not duplicate the facilities of the main Union except in the area of foods services and perhaps in very small, single-purpose lounges. d) that certain needs might be met with satellites that for reasons of location cannot be met with the present Union and should then therefore be considered separately. e) that all satellites be administered by the Union so that assurances of coordination, optimum space utilization and revenue resources can be met.[20]

Reynolds concluded his statement by noting that unlike some cities, the University had an opportunity to properly preserve its central core and to make logical decisions about to what extent it wished to fragment itself. Obviously, Reynolds felt that fragmenting the EMU into several facilities was not in the best interest of the institution.[21]

In November 1968, Reynolds wrote to Lallas to confirm their discussion regarding the guidelines for the expansion of the EMU facilities. They agreed that: the union would be expanded on its present site; the expansion would relate to the present building as much as design constraints would permit; and the only type of satellite spaces that would be required in the near future would be "vending lounges" within certain classroom buildings that were strategically located on the campus. This agreement was in concert with the wishes of the 1967-68 Union Planning Committee and other planning documents.[22]

Architectural Firm Appointed and Planning Begins

At the end of November 1968, the University requested that the firm of Charles H. Colburn, Portland, which was associated with the firm of Design Collaborative, be appointed to conduct the Schematic Design

Phase of the second addition of the Erb Memorial Union. This would include: "determining the general requirements of the project, including space needs, budget, time schedule, site feasibility and limitations, availability of utilities, effect of codes and ordinances, etc.; developing schematic design studies consisting of drawings and other documents for the Oregon State Board of Higher Educations approval, illustrating floor plans, site plans, exterior views, relation to other environmental influences, etc.; and preparing and submitting to the State Board of Higher Education of the State of Oregon an estimate of the probable cost of construction based on current area volume or other appropriate unit costs."[23] The request also indicated that: the Colburn firm would be known as the office of Charles H. Colburn and George Sheldon, Architects, as of January 1, 1969; the University Building and Grounds Committee had interviewed five other architectural firms before making this recommendation; the 2nd addition to the EMU was 28th on the State Board's priority list of capital construction to be financed from self-liquidating bond borrowings and other restricted funds for the 1969-71 biennium; and that the overall estimated cost for 68,000 square feet of space was $2,785,000. This request was approved by Acting President Johnson on December 3, 1968.[24]

Unfortunately, it was learned that because Colburn and Sheldon had not been associated for a long enough time, they did not comply with State Board policy. If they could establish a joint venture with a firm that had been in existence at least five years, the Chancellor's office would reconsider their appointment.[25] Colburn and Sheldon arranged a joint venture with the Eugene firm of Lutes and Amundson, and the State Board approved a contract for the architectural services for the addition to the EMU.[26]

In November 1969, Reynolds invited campus student leaders to participate in an open public session with the Union Planning Committee to increase the student input into the current planning process for a major addition to the EMU. In particular, the committee sought input on the arrangements for the ASUO and organization office spaces, general building ambiance and any special services that might be needed. The information from the meeting was passed along to the architects and used by the committee in its future planning meetings.[27]

During the latter part of 1969, the architectural firms of Colburn and Sheldon of Portland and Lutes and Amundson of Eugene worked with the EMU user groups and student union committees to develop a Master Plan and Schematic Design based on the original program for a major addition to the EMU. This led to the decision that the plan was economically not feasible and that a major re-orientation of the design and program would be necessary.[28] The reason the plan was not feasible was that the major addition plus the cost of the necessary alterations to the present building would exceed the amount budgeted.[29] In January 1970, the original program was terminated by the University and the Union Planning Committee, and the University re-programmed the project with the assumption that they would build a satellite union building. A series of studies was completed for potential locations for such a facility. Colburn and Sheldon were asked to undertake several assignments including: cost estimates for building an elevated building over the Kincaid Street parking lot; locating the satellite in the southwest quadrant of the campus near the Behavioral Science Complex and the College of Education; the cost of moving the east wing of the College of Education to make room for a major satellite; and the feasibility of an addition to the east of the present EMU site.[30]

In August of 1970, it was determined that the satellite addition would be increased to a net square footage of 37,070 square feet, due to the moving of the Arts and Crafts Center from the Union addition to the satellite and the addition of space for the *Oregon Daily Emerald* to the total program. It was also determined that the original program devoted to student government offices and student activity offices would be accomplished by a complete remodeling of the 3rd floor of the EMU. In a letter to Larry Bissett in the Planning and Institutional Research Office, Reynolds also stressed that it was imperative that the University present a budget to the State Board that included the remodeling of the 3rd floor space and the existing EMU cafeteria line as an integral part of the budget for the satellite. These two remodeling jobs needed to be done concurrent with the construction of the satellite.[31] However, the State Board determined that the University now had a program that constituted two projects, both of which would probably not be funded at the same time.[32]

In September, the Campus Planning Committee held a special meeting

to hear a report from their Long-Range Planning Sub-Committee regarding the siting of the 2nd addition of the Erb Memorial Union. The sub-committee had not reached a consensus, however. Of the seven possible sites, they favored four of them more than others. The four sites favored were: the Kincaid parking lot; south of the Library addition; an addition to the south of the present Erb Memorial Union; or on 13th Avenue between Onyx and Emerald Streets. Reynolds attended the meeting, as did several student members of the Union Planning Committee (officially a sub-committee of the Campus Planning Committee), and described for the those in attendance the history of the planning process to date. He told them that, given the circumstances, the Union Planning Committee thought that the only satisfactory solution was to construct a major satellite union with an overall project budget of $3,500,000.[33]

After hearing testimony from the two architectural firms involved, the Campus Planning Committee spent the next two and one-half hours discussing the various site possibilities. The pros and cons of decentralization vs. centralization were debated, as was the loss of "green space" if the addition/satellite were to extend into the Carson Quad to the east of the EMU. Reynolds indicated that an annex close to the current building or a satellite on the other side of the campus would cost approximately the same to operate, although he thought that there would be increased revenue generated by the distant satellite. According to the meeting's Minutes, during the latter part of the meeting, "a strong expression of desire for centralized facilities at [that] point in time was heard from several student and faculty members of the committee. The feeling was expressed that a satellite should come later, perhaps as the need for the next addition developed."[34] Following student and faculty testimony, W. S. Hanna presented a motion to have the Campus Planning Committee recommend a central core area adjacent to the EMU. He explained that his motion was intended to exclude the concept of a satellite but to leave the exact site open for further study by the Union Planning Committee and the architects. The motion passed on a vote of ten in favor and two opposed. Lindstrom asked Reynolds, the architects and the Union Planning Committee to meet as soon as possible in order to make a recommendation on a final site.[35]

During several meetings in October 1970, architect George Sheldon

met with the Union Planning Committee to provide the information needed for the committee to make a decision about the site for the extension of the EMU. They discussed four possible schemes: a south detached scheme; a south attached scheme; a northern scheme; and an eastern scheme. In each case they discussed the pros and cons, and the committee reduced the possible scenarios to two: the South attached and the East. Sheldon noted that the east scheme had "maximum open space for design, utilization straddles existing circulation paths, provides alternative choices to students in moving around or through the facility, creates a system of spaces that may be utilized as outdoor or indoor space for flexible use."[36]

Schematic Design Phase

The Union Planning Committee began discussions with Sheldon about their general feelings about the current building and the addition to the building. They quickly achieved consensus that the ASUO offices should be given greater visibility and should be high on the priority list for prime space. They also felt that the addition should relate to the existing building in such a way as to make the user have a feeling of one building. The committee hoped that "one would be able to progress from the old to the new and back again without being subjected to the elements or to dark impersonal corridors."[37] They wanted the new space to identify with students more than the older building and to attract members of the University community for interpersonal interaction, with services following as a secondary function. The committee also wanted the additional meeting room space to be met in several ways, e.g. formal meeting rooms with food service capabilities, lounge spaces that could be assigned as informal meeting space, and small public lounges that would serve as interaction areas. Within the dining areas, the committee wanted small alcoves that could serve as meeting areas.[38]

In light of the overcrowding in the main lobby, circulation through and around the EMU was given a great deal of attention by the Union Planning Committee. It was suggested that traffic be drawn to the north of the existing building and directed to the Carson Quad, with consideration given to gazebos, kiosks, outdoor plazas and terraces. The committee felt that unless the traffic was re-routed around the existing building, the addition would be a failure.[39]

Because the University wished to have the Schematic Design ready to present to the State Board at its December 16, 1970 meeting, which meant a submission to the Campus Planning Committee on October 21, 1970.[40] the Union Planning Committee agreed to meet three times per week, on Monday, Wednesday and Friday at 10:30 a.m.[41] Among other things, this meant an increased architectural fee and that Sheldon needed to reside in Eugene part of the time.

Taking all of the input from the Union Planning Committee, Sheldon presented the committee with conceptual materials that suggested a model for restructuring the internal space in the union. The concept involved movement from "street" to progressively more quiet space "in which the individual would have a freedom of choice from highly activity-oriented space to more outward oriented space."[42] He likened this model to the "super market" or "shopping center" approach. The model would use space separation methods other than doors and walls, e.g. curtains, hangings, floor levels, furniture groupings, etc. Sheldon suggested there be two major drawing spaces at opposite ends of the "street" such as food service at one end and an expanded store operation at the other end. He indicated that you could think of this model as being a main pedestrian mall of the campus: a large entrance at one end and a large entrance at the other end with all activities, services and shops in between. The committee discussed the suggestion that the expansion might be vertical as well as horizontal in order to best use space and stretch over as many levels as possible. For example, there might be three levels, putting the entrance at the middle level, with visual access to all levels.[43]

The committee also discussed a possible list of services that might be included in the design in addition to the ususal foods areas, meeting rooms and office spaces. Of the list that the committee studied, the consensus was to have Sheldon study further the potential need for the following: an expanded Main Desk store; a travel agency; a day care center, particularly for short term care; event information; ticket sales area; arts and crafts shop; typing rooms; place to pay EWEB and phone bills; music listening facilities; and TV viewing.[44]

In addition to working with the architect on the Schematic Plan, the

Union Planning Committee decided that they would stay involved in the process through the Design Development and Working Drawing stages of the project. This was unique to the campus, since usually planning groups participated through the programmatic stage and then the architect/s would be involved just with the Campus Planning Committee for review and approval purposes.[45]

At its October 9, 1970 meeting, the Union Planning Committee went on record giving unanimous consent to site the addition to the EMU to the east of the present structure into the area called the Carson Quad. In addition, Sheldon presented two schemes for the addition, and the committee members decided to hold a larger meeting a few days later to acquire more student input into the alternatives.[46]

Sheldon and Reynolds made presentations at two consecutive meetings of the ASUO Senate in early November 1970. At the first meeting, Sheldon explained that the three story addition was designed to utilize space in the best possible way, while at the same time breaking down the relationship between inside and outside. The addition included an arcade at ground level where arts and crafts, day care facilities and student government offices would be located. He noted that some dining facilities would be moved to an upper level to remove traffic congestion, and that the student store would be enlarged and relocated.[47] At the second meeting of the Senate, Sheldon and Reynolds made a presentation of the schematic drawings and presented a model of the addition. Sheldon noted in particular that the addition would use only 12.7 % of the Carson Quad, with a strong emphasis on building openness and with a minimum of concrete. He felt that the addition would actually enhance the Quad and probably preclude another building on the site. On a motion by Senator Jim Teasdale, the ASUO Senate voted to endorse the site and the schematic design, and urged the State Board of Higher Education to do likewise.[48]

Sheldon also presented the model and schematic drawings to the Student Administrative Board, asking for their comments and pointing out that the two strongest features of the plan were a strong attached addition and a solution to the congestion of the existing facilities. The SAB unanimously approved a motion to approve the building plans.[49]

Douglas Osterheld, associate director of the University of Wisconsin

Union, a nationally known foods service consultant, was contracted to work with the architects on the schematic designs for the food service areas, particularly a re-design of the Cafeteria in the original building.[50] When his designs were found to be inadequate by the Union Planning Committee and the architects,[51] Colburn/Sheldon and Lutes/Amundson sub-contracted with the food consulting firm of James Lambert and Associates of Bellvue, Washington, to provide schematic and design work for both the re-model of the Cafeteria and the food service unit in the addition.[52]

The final Schematic Design submitted to the State Board included 52,303 square feet of construction in a three-level structure that was linked to the Erb Memorial Union. The north wall of the addition was an extension of the north wall of the existing building on 13th Street. The plans called for lowering the front courtyard to provide a new basement entry to that level in the existing building, to provide a tie in with the proposed ground level entry to the new addition and to provide a pedestrian route, exterior to the building, for those who wished to walk between the residence hall area and the academic buildings on campus without going through the EMU. This plan relieved the congestion caused by large volumes of people walking through the main lobby, Fishbowl and other dining areas on there way to other parts of the campus. The lower level of the addition was to contain student activity offices, a married student center [for political purposes this term was used rather than day care center], an arts and crafts area and related service spaces. The second level of the addition would contain dining areas, lounges, deck areas, meeting rooms a service dock for use by the existing mail room and a relocated store. This level was to be physically attached to the existing building through an enclosed passageway "arranged on a northeasterly-southwesterly diagonal above the lower level pedestrian mall."[53]

The third level of the addition would contain meeting rooms, exterior deck spaces for outdoor dining, lounging and studying, and additional food service areas. The dining spaces would be arranged around a central sky-lighted area at staggered levels with ramps from the second to third level. Remodeling in the existing building would consist of removal of the Main Desk store to provide space for the connector between the two

buildings, an enlarged lobby in the existing building, modifications to the Cafeteria and surrounding spaces, and a remodel of the 3rd floor to accommodate the office spaces for the staff of the *Oregon Daily Emerald*.[54]

Direct construction cost for the proposed addition was estimated at $2,199,412, excluding utilities, landscaping and site work, for a square foot cost of $42.05. Remodeling costs were budgeted at $336,000, with a total project cost of $3,395,000.[55]

On December 10, 1970, Reynolds reported to the staff of the EMU that the State Board of Higher Education had approved the schematic plans for the new addition and that from December through April the architects would be in the design development stage. Then the project would go to the Legislature for final approval and the architects could move into the final phase of working drawings. Reynolds estimated that ground breaking would take place in February 1972.[56]

Design Development Phase

Subsequent to the State Board's approval of the Schematic Design Phase of the EMU expansion project, legislative authorization for the project was requested from the 1971 Oregon Legislature. It was authorized, however, a restriction placed within the budget report of the Joint Ways and Means Committee, House Bill 2038, indicated that a request to the Emergency Board to approve construction of the facilities would not be presented until July 1, 1972. The restriction meant that the project was effectively delayed by six months to a year.[57]

In the meantime, the architects continued to work with the Union Planning Committee and other users to complete the Design Development Phase of the project. In late January 1971, Reynolds informed Ron Eachus, ASUO president, that the Union Planning Committee and the architects would be meeting on February 4th to discuss the design specifics of the space being developed for ASUO offices and asked Eachus to notify representatives of the various divisions of student government about the meeting and to encourage them to attend. Reynolds noted that "this [would] most likely be the last major opportunity for input into [that] portion of the building."[58]

In February 1971, the Union Planning Committee was informed by Reynolds that their meeting on March 4th would be the last opportunity for them to review and make any changes to the architectural plans for the EMU addition. He indicated that it was imperative that arrangements be made for them to attend and stated, "Lacking champagne for this auspicious occasion, coffee will be served."[59] Following that meeting, Sheldon and Colburn prepared the final design for approval by the State Board of Higher Education, scheduled for their meeting on July 26, 1971.[60]

The Design Development Phase of planning for the EMU addition and alterations called for a slightly larger gross square footage of 54,303, the difference being an enlargement of the areas assigned for an arts and crafts center and the married students center, both on the lower level of the addition.[61] The proposed addition included:

> *Arts and Crafts Center*—To accommodate students who wish to engage in the creative arts, even though they are not arts majors, areas for painting, scultpure, framing, ceramics, jewelry, leatherworking, woodworking, and photography would be provided, as well as storage and supervisory space.
>
> *Student Offices*—To replace inadequate and poorly located space, and to provide for expanding programs of student government, about 6,000 net assignable square feet of student office space would be provided. The allocated space would be flexible and could accommodate future changes in the amount of space needed for each separate organization.
>
> *Married Student Center*—To meet particular needs of the large number of married students, the proposed married student center could provide short term care for their children as well as a focus for such students on campus.
>
> *Meeting Rooms*—To augment existing facilities in helping accommodate the University's public service and conference programs, a large meeting room would be located on the main

floor, and six small meeting rooms would be provided on the upper level. Each of the areas would be adaptable for overflow dining purposes or would serve as lounge areas when not scheduled for meetings.

Dining Facilities—To accommodate more people and permit more rapid service, a new serving kitchen and additional dining areas would be provided. The eating areas would be located adjacent to a series of ramps leading down from the upper floor serving area.

Lounges—To offset the existing inadequacy of lounge space in the present union, lounges would be provided at all levels of the building. Typically, most would be adjacent to and part of the circulation system. These spaces are conceived as playing a highly functional role of providing "living room" space for non-structured inter-personal contact between students, faculty and staff. (Corridor and lobby areas in the addition would be spacious enough to serve as secondary lounge-study, exhibit and gallery space.)

Outdoor Terraces and Lounges—To supplement the heavily used existing terrace and exterior court, these spaces would provide expansion for exterior functions during good weather. Also they provide further additional exit passages from the upper floors of the addition.[62]

The Design Development Phase also included a description of the remodeling and alterations to the existing structure, including additional lobby and entrance space, lowering the northwest forecourt to provide a new entry to the basement activity area of the existing union, the new pedestrian route between the addition and the existing building, a remodeled free-flow cafeteria serving area, a new dishwashing facility, and additional freezer and storage space.[63]

The overall budget for the project remained at $3,395,000 for the Erb Memorial Union Addition and Alterations, with the funds to be provided from self-liquidating bond borrowings.[64] Following presentation of a report on the project, the State Board approved the Design Development Phase of the EMU project at its July 26, 1971 meeting.[65]

Interior Design and Consultants

In the meantime, in April 1971, Sheldon and Colburn requested a supplement to their contract be issued to Space Planning Design, principles Eunice Schrock and Carol Edelman, for the purpose of assisting in the preparation of furnishing layouts, color selection and coordination and in bidding for equipment purchases.[66] As Sheldon and Colburn finished the Design Development Phase and began working drawings, Schrock and Edelman began to meet periodically with the Union Planning Committee about the design of the interior spaces, including paint colors, carpet, draperies, furniture design and upholstery, office furniture, dining tables and chair specifications, etc.

Also during this period of time, Adell McMillan, associate director of the EMU, convened a sub-committee of the Union Planning Committee to plan the specifics for the arts and crafts area, including built-in cabinetry, separation of spaces and equipment specifications. Max Nixon, jewelry and metal work professor in the School of Architecture and Allied Arts, and several students who were involved in silk screen and other graphic design work and in woodworking served on this sub-committee. Don Eggleston, architect with Sheldon and Colburn's firm, served as the consulting architect. This committee met over a several month period and made decisions about the amount and location of space to devote to each major craft area, e.g. ceramics, woodworking, jewelry and metal work, weaving, etc. and wrote specifications for the furniture and equipment for each of the craft areas. The information from this sub-committee was eventually used to assist with the working drawings for the Craft Center and folded into the work of Schrock and Edelman for the interiors, furniture and equipment specifications. The budgeted amount for furnishings and equipment for the Craft Center was $16,000.[67]

Sheldon and Colburn continued to utilize the services of James Lambert & Associates as they worked further on the detailed working drawings for the project. Lambert wrote the specifications for the furnishings, including built-in cabinetry, etc., for both the new food service area on the 3rd level of the addition and the renovation of the existing Cafeteria serving area, the new freezer and the new dishwashing area.[68]

Early in the planning process, Reynolds had instructed Bill Sanford, operations manager, and Marcia Hudspeth, Main Desk manager, to give

attention to the possibility of designing the new Main Desk store so that it utilized demand service rather than self-service. He felt that the move to the new addition and the opportunity to design the facility gave them an opening to strongly consider getting rid of as much self-service as possible, with the exception of magazines and paper back books.[69] These ideas were carried forward into the design and working drawing stages, and demand service store fixtures were specified in the furnishings budget, in the amount of $3,280.[70]

Following meetings with the Union Planning Committee and other interested groups of students and staff, Shrock prepared a Program of Intent in which she described the interior design concepts she and Edelman had proposed. Describing the concourse lounge seating, they suggested that in response to students' desire for informality in the arrangement of furniture, there be a fluid arrangement of furniture groupings of four to 12 people and that this furniture be mounted to the floor so that it couldn't be moved around to obstruct the flow of traffic in the concourse. They also proposed using draperies for light control and pendant incandescent lights dropped over the seating groupings. The furniture would be upholstered using a variety of colors and patterns to accentuate the fluid form. The seating was estimated at 60 persons.[71]

In describing their intent in the Dining Area, Shrock proposed that this area be warm and exciting with open areas contrasting with the low smaller areas under ramps, including booths placed under ramps to give a more relaxed feeling, while using wooden chairs in the open areas for more flexibility. They anticipated that all areas would be carpeted for acoustical, operating and aesthetic reasons, and that natural woods and rich colors would be used to create a feeling of small restaurants rather than an institutional look. The seating capacity was estimated at 310 persons.[72]

For the student office areas on the ground level, Shrock proposed a casual and pleasant atmosphere, reinforcing the concept of units of individual office groupings around a core area of comfortable lounge and conversation groupings. Simple, flexible work stations were proposed for individual offices. She noted that they were circulating a questionnaire about the needs for student offices.[73]

During the discussions on how the student offices on the ground level

should be organized, Shrock and Edelman had the Union Planning Committee visit the headquarters offices of Lamb Weston Company, just outside downtown Portland. Their entire office complex was designed using the concept of "office landscaping" in which there were no individual offices with walls and doors, but rather all the offices were organized by room dividers. Seeing how well this concept worked in a large office space with many office holders, but still wanting to have some office identification, the Union Planning Committee approved the concept of office suites for the lower level of the addition. These were arranged around a central lounge area, each with dividers to close off individual work spaces and each with their own small conference room for private meetings, conversations, etc.

Early in the planning process the ASUO had requested that consideration be given to establishing a room in the addition devoted specifically to the need for an ASUO Senate Chamber. During the Design Development Phase, a Senate meeting room was included in the design, located on the ground floor. Shrock stressed that this room should have a warm, colorful surrounding for interest and proposed to use fabric wall covering to absorb sound. The seating would either be continuous and upholstered benches or individual chair seating with a continuous wood writing surface. The audience seating would be fixed to the floor individual shell chairs or tilt-seat auditorium seating.[74] Somewhat later, Reynolds described the Senate chamber as similar to a Law Center classroom with four rows of tables in a semi-circle. The Senate president would face the senators, with the senators in rows facing the back of the person in front of them. They would have swivel chairs, microphones, carpeting, and risers in the back for spectators. He estimated that there would be space for 48-50 senators and approximately the same for the audience.[75]

Shrock noted that the present use of the Married Student Center would be for day care for children in three age groups. The youngest age group would require mostly sleeping areas and some play area and the other two age groups would require mostly play area with less area for sleeping. She proposed using forms and shapes instead of standard furniture, and that they would construct the floor on different planes with mounds and recesses, using a variety of textures, colors and patterns to stimulate the children.[76]

The large meeting room planned for the main floor of the addition was proposed as a room that would be very flexible, using folding tables and stacking or gang chairs of either plastic or wood. They proposed the use of drapes for light control and for sound absorbing qualities, since the area would be mostly hard surfaces. The seating capacity was estimated at 220 persons.[77]

Shrock proposed that the upper level meeting rooms be less flexible with more comfortable chairs and with folding tables of a better design and quality. Again, draperies would be used for light control and sound control. The seating capacity of each of the six meeting rooms would be approximately 25 persons per room.[78]

In addition to the interiors budget, $13,400 was budgeted for graphics design services, including design of a mural for the Senate chamber, area and room identification signs, murals and other paintings, typesetting etc. A sub-contract for this work was issued to Ian Harding of Portland.[79]

Harding's design of the mural for the Senate chamber was an interesting and aesthetically pleasing addition to the plans for that space. He had student leaders and other students sit for silhouette drawings of their faces which were to be executed in mahogany wood panels on the back wall of the Senate chamber.

Construction Bid Documents and Final Authorization for Construction

On July 12, 1972, the State Board of Higher Education called for bids to be opened for construction of the addition to the Erb Memorial Union Building at the University of Oregon [80]

One of the distinctive aspects of the addition to the EMU was the wood block flooring selected as the floor covering for all of the common areas of the addition. According to the Project Manual, it was described as follows:

> Wood Flooring and Base: Old Growth Douglas Fir, preservative treated, K.D. to less than 10% moisture content. Wood blocks turned on end, machined 4 sides, 2 ½" thick, bottom edges bevelled and back grooved. Assemble with aluminum splines. Do not grove exposed edge of base.[81]

The adhesive was to be recommended by the manufacturer and the finish was to be a walnut oil stain recommended by the manufacturer. The acceptable product was "Worthwood" made by Oregon Lumber Company, Lake Oswego, Oregon.[82] [This flooring was problematic from the beginning, due to concerns for the adhesive used and to water leakage from the decks, which caused the floor to buckle periodically.]

A second distinctive feature of the specifications for the EMU addition was the extensive use of skylights.[83] And a third distinctive feature of the building materials used in the addition to the EMU was the blown-on insulation on the exposed cement slab above the hung ceiling.[84]

One of the more difficult, and interesting, items in the construction process was the moving of a very large pin oak tree from its position near the east entrance of the original building to a new position in the newly created courtyard between the old and the new buildings.[85] [This transplanting was successfully accomplished, though the tree did suffer from the move and over the years had to have dead branches removed.]

Also included in the alteration and remodeling of the existing building was the addition of a skylight to cover the interior courtyard of the 1st addition to the EMU. This courtyard had periodically leaked unto the bowling alley area in the basement below the courtyard, probably due to a cement membrane that had not been properly sealed.[86]

The construction bid was awarded to Todd Building Company of Roseburg, Oregon. In order to stay within the budget limit set by the legislature some of the deductive alternates in the bid package were exercised.[87] The bid specifications had listed nine possible deductive alternates and, of those nine, the University chose to exercise as deductions from the base bid, alternates 1, 2, 4, 5 and 6 as follows:

1) deducting a 4" meter and 4" supply water line to serve the existing building and the addition and substituting a 3" meter and 3" line to serve only the addition;
2) deleting ceramic tile in all bathrooms and substitution of special coatings;
4) deleting the south portion of the third floor remodel and deleting air conditioning for this floor; add 13 window air conditioners;

In June 1974, it was announced that the construction of the new addition appeared to be on schedule, with completion set for September 1, 1974 and operations to begin sometime in mid-September.[97]

Craft Center Coordinator and Temporary Craft Center

Thinking that the new addition to the EMU with its Craft Center would open in late 1973 or early 1974, the EMU conducted a national search for a Craft Center coordinator in the spring of 1973. Following the search and on campus interviews, Tom Urban from the University of Wisconsin was hired to fill this new position and started work on October 1, 1973. As the delays of building completion became inevitable, Urban took on the responsibility for ordering all of the equipment and supplies for the center. Additionally, he was able to set up a temporary craft center in the old Barber Shop in the basement of the existing building.[98] Opened in February 1974, the temporary center offered workshops in batik, tie dyeing and leather work.[99] Urban also planned and scheduled the first Christmas Craft Faire that took place in the EMU Ballroom on December 10, 1973.[100]

Completion of Some Remodeled Areas

McMillan announced to the staff that the Print Shop would move into its new facilities in the basement between Christmas and New Years, with a planned opening in winter term. The new multilith machine had arrived and been put in storage until the shop moved to its new quarters.[101] The move actually took place as scheduled and the Print Shop opened for business in its new space on the first day of winter term 1974, operating from 8:00 a.m. to 5:00 p.m.[102]

In September 1973, it was announced that the EMU had taken ownership of the new dishroom and that once the bugs were worked out of the new system, demolition of the old dish room would begin.[103] During the continued remodeling of the kitchen and cafeteria line, the grill was moved to one half of the soda bar area in the Fishbowl and a portable serving line was set up in the Annex rather than in the Dining Room. The new freezer was put in operation in December, and it was announced

that the new dish machine had to be redesigned in order to force more water up from the bottom to more efficiently clean dishes.[104]

Reynolds was able to announce to the staff that the new foods line would open on March 15, 1974, though there were a few problems with design. The check out stations were narrow and might prove difficult for students in wheel chairs, and they might have to be replaced. He also indicated that there was a flaw in the grill and it would have to be replaced. However, the advantages in the new set-up included mirrors behind food items, making the display more attractive, better lighting, and the "saw tooth" arrangement of the hot entre line, broken into two sections, made for a speedier movement and more room for customers.[105]

Sculpture Purchase for New Addition

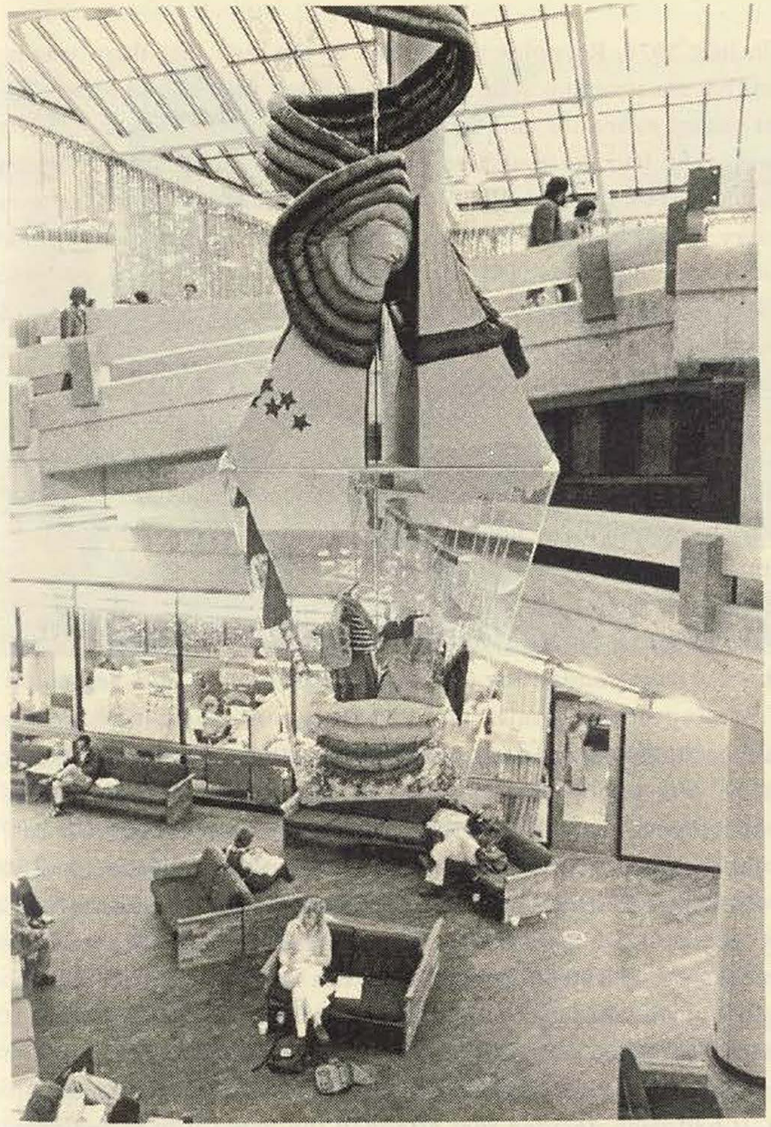
The 1973 Pacific Northwest Art Annual departed from its usual invitational exhibition and instead held a sculpture commission competition to select a sculptor to be awarded a $1,500 commission to produce a work for the new addition to the EMU. Sculptors throughout the Pacific Northwest were invited to submit one or more slides of two or three of their most recent works along with a completed application, with a deadline of March 1, 1973. The purposed sculpture would hang from a beam in the three-story open space, central to the design of the 60,000 sq. ft. addition to the EMU. The height of the beam from the ground floor was 50 ft, 6 in. and the sculpture could hang at any height within the space. The maximum weight of the sculpture was 2,000 lbs. and the work could be up to 12 ft. in diameter. Sheldon provided a diagram of the space to accompany each application blank and a written description of the entire addition and how it was expected to function.[106]

It was announced that the submissions would be juried by a student/faculty selection committee and the $1,500 commission would be awarded on or before April 1, 1973. The commissioned sculptor was then expected to submit design drawings for their proposed work to the selection committee on or before June 1, 1973 for their approval. The finished work was to be delivered to the EMU on or before November 15, 1973 and the sculptor was to supervise the hanging of

the piece upon completion of the building, expected to be late fall term 1973.[107]

After viewing the works of all of the artists who applied, the Pacific Northwest Art Annual selection committee selected Dana Boussard, a sculptor from Missoula, Montana, to receive the commission for a fabric sculpture for the addition. Boussard, acclaimed for her work in fabric sculpture, had an MFA from the University of Montana and a BFA from the Art Institute of Chicago.[108] She had exhibited her work in one-man and group shows in Eugene, Seattle, San Francisco and New York.[109] Her work had previously been commissioned by Mt. Hood Community College, the San Francisco Aeronautical Association, Anderson Architects Pioneer Square Building in Seattle and by the Viking Sewing Machine Co.[110]

Boussard completed the commission by November 1973. However due to the delay in the construction schedule, the EMU asked her to store the sculpture pending the completion of the addition. She also agreed to delay payment of the commission until the sculpture was successfully hung in its place in the open atrium. Unfortunately, due to prior commitments, Boussard was not able to supervise the hanging of the piece the following fall, but sent along specific instructions for its installation.[111] The finished piece was titled "To the New World."



37. Dana Boussard hanging sculpture, "To the New World,", 1974 addition.

Opening of the Addition and Final Completion

In July 1974, Reynolds announced to the staff that there was no definitive construction schedule for finishing the new addition. The most recent schedule had the completion date as August 7, 1974. However, he had been advised to allow at least one month beyond that date for possible move in due to delays in materials and equipment delivery. The original schedule had the floors being finished in phases, 3rd level first, main floor next, and ground level last. However, it looked as if the ground floor would be finished first and Reynolds had requested permission to move into the ground floor first in order to get the student offices opened as soon as possible.[112]

By September 19, 1974, the furniture for the student offices had nearly all been moved into the new space on the ground floor of the addition and the remainder would be moved within days. Also, some of the large equipment for Craft Center had been moved into their ground floor space. However, the rest of the furniture for the new addition had not yet arrived.[113]

According to EMU Staff Meeting Minutes, the architects and contractor were conducting their final inspection in mid-September and barring other repairs and requirements, the building was scheduled to be turned over to the University on Tuesday, October 8, 1974, with public use beginning on that date. It was also noted that in order to meet OSHA (Occupational Safety and Health Act) standards, the railings throughout the entire new addition had to be raised [by adding an additional board on top of the railings] from 36" to 42".[114] The same minutes noted that there would be some confusion on October 8, when the new addition opened to the public, partially due to the fact that the Main Desk would not have moved to its new quarters because cabinet work, counters and display cases had just been ordered from a local cabinet shop. Also, it had been decided that although the new Child Care Center could possibly open by November 1974, it would be better to open in January, giving the staff and parents time to develop the operating program for the center.[115]

38. Ned Shafer and Adell McMillan in the newly opened 1974 addition.

The skylight dining food service opened for business on the 3rd level of the addition on Thursday, October 10, 1974. By that time, the serpentine lounge furniture for the concourse, the booths for the dining areas, the display cases for the Craft Center and the Main Desk and an area rug for one of the lounge areas had still not arrived. Reynolds told staff that immediate problems that had been encountered included such things as lack of light switches in some rooms, chipping on edges of the wood stair steps and inadequate lighting in the skylight foods staff lounge and staff office area.[116]

By late November 1974, water leaks under the flooring in the addition were under investigation by the contractor.[117] An issue that would forever plague the addition.

It was announced to the staff on November 21, 1974 that the serpentine davenport for the concourse was expected any day, the booths for the dining levels would arrive soon, and the cabinets for the Craft Center and the Main Desk would be delivered soon. The Main Desk planned to move into their new space during finals week, December 16-20, 1974, and the Craft Center had a working kiln that would be put to use immediately.[118]

By October 1974, much of the remodeling work on the 3rd floor of the existing building had not been completed and Reynolds authorized the work to be completed by the Physical Plant, including work in Rooms 302, 306, and 312 for the *Oregon Daily Emerald*, work in 336 to accommodate a student office, work in the basement in Rooms B9 for storage, B11D for the amusement game area, B5 for office space, and B14 for office space.[119]

Because the ASUO Senate had been voted out of existence during the construction of the addition to the EMU, what had been planned as the ASUO Senate Chamber on the ground floor was changed to be a general purpose meeting room and the name changed to the Forum Room because of its distinctive design. The original chair with table arrangement of furniture on carpeted risers was never installed and the room was left with carpeted risers for audience seating. The chair/table equipment, which had been ordered and delivered to the EMU, was put in storage and eventually sold. Of note in this room were the paneled facade columns attached to the interior carpeted walls. With "U of O" carved at the top of each column, these were originally from Johnson Hall. Ellingson had rescued them from storage in the Old Church on campus and they had been installed in the Bottom of Bowl area in the basement of the EMU during the 60s. At the specific request of the Union Planning Committee, the architects had designed them into this space, because the Bottom of the Bowl was demolished as part of the development of the new passage under the Taylor Lounge and the new basement entry to the EMU.

Ellingson had also rescued the stain glass University Seal from the same storage area. The Seal had been originally a part of the skylight in Johnson Hall and had been removed when a second floor was added to the interior of the building. The Seal had been framed, lighted from behind, and mounted at the south end of the Bottom of the Bowl space. The architects, at the request of the Union Planning Committee, also designed a space for the University Seal on the north side of the lounge space in the ground floor of the addition.

Replacement of the Outdoor University Seal

As a part of the construction of the new pedestrian mall and walkway between the existing EMU and the new addition and the development of the new front courtyard, the University Seal that had been imbedded in the Hello Walk was removed and stored during the construction period. In the fall term 1973, Hope Pressman, University centennial coordinator, had asked Reynolds to let her know the status of replacing the Seal in the new courtyard. She was interested in having that event be a part of the centennial celebration, if possible.[120] It was decided that it would be fitting to have the Centennial Class of 1976 invite the remaining members of the Class of 1912 to participate in what would be the first centennial event of the year, November 2, 1974. Karen J. Gibson, president of the Class of 1976, wrote letters of invitation in which she explained how the Seal had been donated to the University by the Class of 1912 and originally placed at Villard Hall and how it, and the Hello Walk, had been moved to the front of the union in 1950. Permission to move the Seal had been received from the 1912 alumni and their responses had been place in a box underneath the Seal at the new location. She explained that, at the ceremony on November 2nd, the materials in the box from the 1950 placement, plus other items chosen by students representing 1974, were to be placed in a new box beneath the Seal in its new location in the front plaza area.[121]

At 11:00 a.m. November 2, 1974, Karen Gibson, Reynolds, President Clark, ASUO President Robert Liberty, and two members of the Class of 1912—Nell Dickson, 89, and George Schantin, 83, placed the new box under the Seal and placed the Seal in its new location.[122] Following the ceremony to place the Seal, a luncheon for all of the participants was held in the EMU.[123]

With the re-placement of the Seal and the staggered opening of the remodeled and new facilities of the EMU and its new addition, a nearly

nine year saga of planning, more planning, delays and finally construction had ended. It should also be remembered that this addition and remodeling came at a time that the campus was going through one of its most turbulent periods and that, despite all of the turmoil and dissension, it was possible to have consensus about this very important project. The final finished facilities became an integral part of the Erb Memorial Union and its many programs and activities, and endure to the present.

CHAPTER XI

NEW EMU GOVERNANCE— 1974 to 1980

New Erb Memorial Union Board

During the 1973-74 school year, it became apparent to Dick Reynolds and others that not having a direct student advisory group for the Erb Memorial Union had worked to the disadvantage of the EMU, the ASUO and the student activities program. Reynolds was particularly concerned that he did not have a sounding board of individuals whose specific responsibilities were directed toward student advocacy for the EMU and its programs. He went to Student Body President Greg Leo about the issue and the two of them worked together to craft a document that would create an Erb Memorial Union Board.

In May 1974, Leo sent a proposed Charter for this new Erb Memorial Union Board to President Clark for his approval. Leo told Clark that over the course of the prior year it had become apparent to him that there should be a mechanism that would provide more meaningful influence in policy decisions made about the operation of the Erb Memorial Union. He noted that over the course of several months, a plan had been developed to create a student advisory board for the EMU, which he felt met the identifiable need for better student involvement in EMU operations. Leo told Clark that the appointments to the board would be made by his successor and that he would urge him or her make the appointments to the Board as soon as possible after the election in order to make the Board operational.[1] Leo said, "It is the conviction of this executive that the Erb is in every sense the student's union. I sincerely hope that this board will bring that belief a little closer to reality."[2]

The proposed Charter that Leo sent to Clark said, "The Board shall have as its central purpose the shared responsibility for the development and maintenance of the Erb Memorial Union physical environment, services, and programs.[3] According to the Charter, the EMU would:

1. Complement and supplement the academic program of the University.
2. Provide relevance and unity to the student's educational experience.
3. Encourage a commitment to effective participation in the community at large.
4. Offer opportunities for the development and enhancement of an appreciation for the arts.
5. Aid in the development of recreational and physical skills which have carry-over value into later years.
6. Provide opportunities for the development of democratic principles, ideals and organizational skills.
7. Define and maintain basic business and service functions which complement campus life.[4]

These objectives were to be met by dividing the Board into four committees: Governance, House, Foods and Budget. The Governance Committee had the responsibility of helping the professional staff in the development, evaluation and maintenance of policy matters concerning the EMU. The Charter stated, "The Board will have the responsibility for policy in the public areas of the Union and advisory responsibilities to the Director in policy matters for the nonpublic areas."[5] All of the members of the Board were to serve on the Governance Committee.[6]

The House Committee was to develop, either by its own initiative or at the request of the director, recommendations for the maintenance, utilization, upkeep, development and assignment of spaces in the Union. This committee was to be a sub-committee of the Governance Committee and two of its members could be from outside the membership of the Governance Committee.[7]

The Foods Committee was set up for the purpose of evaluating the Food Service operation in terms of variety and type of service, menu and pricing. It also was a sub-committee of the Governance Committee and could have up to two members outside the membership of the Governance Committee.[8]

The Budget Committee was to assist the director and his staff in developing the budget for the Union, including setting priorities for funding. It was to be composed of three Governance Committee members from both the Foods and House Committees, two additional Board members and the director of the EMU in an ad hoc capacity. The Budget Committee was to deliberate and review the budget with the Governance Committee of the whole and submit it to the director, who would submit the budget to the University budget process.[9]

The membership of the Board was to consist of 12 members: two students appointed by the president of the ASUO; two students elected at large in an all campus election; five students to be selected by the outgoing Board; two faculty members, recommended by the Board for appointment by the University president; and the director of the EMU as a non-voting, ad hoc member. The Charter stated: "Board membership, as determined by the Board, shall as much as possible, assure a representation of a cross section of this student community."[10]

The officers of the Board were to be a chairperson and vice-chairperson, who would be elected by the incoming and outgoing Board at a joint meeting. Board vacancies were to be filled at the time of vacation in a manner appropriate to the type of position vacated.[11]

Each sub-committee of the Governance Committee was to have six members and the Governance Committee could establish other standing or ad hoc committees as they deemed necessary to accomplish the goals of the EMU and the Board.[12]

This Charter was approved by Clark. Before it went into effect, however, Robert Liberty, new ASUO president, requested that Clark approve modifications in the composition of the Board. Having observed the inadequacies of the budgeting system as it pertained to the EMU and in particular how the "legitimate power through budgeting which students should exercise over the Erb Memorial Union is lost when Incidental Fee Committee members make their decisions on the basis of ignorance." Liberty felt that the knowledge needed could be acquired through experience on the EMU Board. He therefore recommended, among other

changes, that two members of the Incidental Fee Committee serve on the EMU Board.[13] He also felt that it was not a good practice to take the authority for budgeting away from the IFC and transfer it to the Board, as was suggested in the original Charter proposal.[14]

Liberty also recommended that five students be elected at large from the student body, including the chairperson, and that they be elected for two year terms. He felt that Boards should not be self perpetuating and should in large measure be accountable to the student electorate.[15]

Liberty added a representative of the ASUO Executive to the Board, and a representative elected from and by the classified staff of the EMU. Of the latter position, he said, "This indicates our commitment to the ideal of a University community and the principles of the *Oregon Experiment*."[16]

The final composition of the new Erb Memorial Union Board as recommended by Liberty and approved by Clark was: "A total of 12 members; two members of the Incidental Fee Committee, one representative from the ASUO Executive, two faculty members, one elected representative from the Erb Memorial Union staff, five students including the chairperson elected by the students for two terms, and the director of the EMU as an ad hoc, nonvoting member."[17]

Liberty also added a provision at the end of the Charter for a "Summer Board," so that the Board could continue functioning during the summer term, even if it did not have a "winter" quorum. The composition of the Summer Board was one faculty member, one IFC member, one EMU staff representative, the non-voting EMU director, a representative of the ASUO Executive and at least two of the elected students.[18]

The provisions for the elected student Board members were to be added to the ASUO Constitution in the October 1974 fall term ASUO election.[19]

In November 1974, the Charter was revised to reflect the changes made by Liberty and Clark. In addition some issues were clarified, including adding two IFC representatives to the Board's Budget Committee, adding the direction that the budget would be submitted by the director to the ASUO and the University budgetary process, and adding that the vice-chairperson of the Board would be elected to that position by the Board.[20]

The Charter was once again revised in August of 1975 in order to more particularly spell out terms of office: the two IFC members were to serve the length of time they were on the IFC; the one student appointed as the ASUO Executive representative was to serve as long as the ASUO president remained in office; the two faculty members were to serve one year terms; the five students elected at large were to serve two year terms; and the one EMU classified staff member was to serve a two year term. Additionally, the five students elected at large were to be elected on a staggered basis, with three being elected in odd-numbered years and two being elected in even-numbered years. The chairperson and vice-chairperson were to be elected by the Governance Committee for one year terms.[21]

A Change in Directors

Just as the new Erb Memorial Union Board was being appointed and getting organized, Dick Reynolds was hired to be the executive director of the Memorial Coliseum in Portland. He announced he would leave the EMU in late December 1974. Vice President of Student Affairs Gerald Bogen was faced with filling the position of director of the Erb Memorial Union and Educational Activities or appointing an acting-director. Bogen called McMillan, associate EMU director, to his office to discuss the filling of Reynold's position and to assess her interest in the position. Upon receiving an affirmative response regarding her interest, Bogen asked her if she thought there was anyone in the union field more qualified than she who might apply for the position. Not one to be shy about her capabilities, McMillan told him she did not think there was anyone more qualified or with more experience. He informed her that he wished to discuss the issue informally with selected student leaders and that he would speak with her again after those discussions.

Following discussions with student leaders, Bogen, with the approval of the Office of Affirmative Action, promoted McMillan to the director position without going through a national or regional search process. When the appointment was announced at the December 4, 1974 meeting of the EMU Board, it was noted that the ASUO objected to his process of replacement. Members of the Board and the ASUO felt they should have

been included in the process and that a search committee should have been formally appointed.[22] At that meeting, the Board passed a motion stating: "Before any professional staff position is filled, a search committee shall be formed, including members of the EMU Board."[23] Though not retroactive, the motion served as the basis for a policy that was adopted in April 1975 and approved by Bogen that set out the procedures that would be following in the future for filling non-classified (faculty) positions on the EMU staff. Those procedures were:

A. The selection process for the search committee shall follow all currently adopted Affirmative Action guidelines.
B. The search committee will generally be composed of from 5 to 7 members.
C. A constituent from the department, or a related department in which the professional staff vacancy occurred, shall be appointed to the search committee by the Erb Memorial Union Board.
D. A classified staff member from the EMU shall be appointed to the search committee by the Erb Memorial Union Board.
E. The Erb Memorial Union Board shall have at least three members of its board serve on each search committee.
F. Each search committee shall have a majority of students constituting its membership.
G. Each search committee shall elect its own chairperson.
H. The EMU staff shall provide whatever clerical assistance necessary to assist the search committee in its function.[24]

In the case of a search to fill the director's position, the committee would give the vice president for student affairs a list of from two to five candidates for his consideration. In the case of all other professional staff positions, the committee would give the director of the EMU a list of from two to five candidates from which to make a final selection.[25]

In congratulating McMillan on her appointment, Bogen noted that the appointment was for one and one-half years, subject to renewal upon satisfactory performance. He mentioned the evaluative criteria found in the Administrative Memos for officers of administration and especially

the four sub-categories of "quality of administration, professional growth, leadership in service and activities on behalf of the larger community."[26] Bogen indicated that in about one year they would sit down and review McMillan's performance, applying the criteria and involving student input to Bogen. Bogen also confirmed that her position as an officer of administration at the University of Oregon was secure, in the event her performance as the director of the Erb Memorial Union were to found to be unsatisfactory. Bogen ended by stating, "Again, I welcome you aboard as Director of the Erb Memorial Union. I personally am most confident that the review we undertake a year from now will do nothing but reinforce the wisdom of your appointment to the position."[27]

McMillan's revised Notice of Appointment from the Oregon State Board of Higher Education recognized her appointment as director, with the rank of professor, associate professor of leisure studies, with indefinite tenure, at a 12 month annual salary of $21,000, effective January 1, 1975 through June 30, 1977.[28]

The appointment of McMillan as director of the EMU generated a fair amount of media attention in both Eugene and Portland. The *Register-Guard* noted that "come January 1, the director of the University of Oregon's Erb Memorial Union will be someone with a different name, a different face and a different sex."[29] McMillan, the first woman to head the EMU, was quoted as saying, "I don't plan any immediate changes. Dick operated a good organization. I won't do anything drastic . . . My administrative style may be a little different but not that different. I've worked under two directors (Ellingson and Reynolds) and I'm probably pretty similar to both of them."[30] The article went on to mention some of the more controversial University policies that affected the EMU operation, noting that McMillan would continue the policy of buying boycotted table grapes and head lettuce according to supply and demand, continue the service of alcoholic beverages at catered events on an even-by-event basis and continue to support the idea of the eventual establishment of a tavern in the EMU. In addition, she would continue the EMU's new smoking policy that went into effect that week [by motion of the EMU Board] that prohibiting smoking in the EMU, except in designated areas, and that relied upon student peer pressure for enforcement.[31]

The fact that McMillan was a women was frequently mentioned in

the media and it was noted that she was one of three or four women who headed a student union on a major university campus.[32] In an Editorial written shortly after her appointment, the *Register-Guard* said, "In naming Adell McMillan director of the Erb Memorial Union, the University practiced the finest kind of 'affirmative action'." It went on to say, "It is safe to say that Miss McMillan was not picked because she is a woman. That's the kind of 'affirmative action' that is cheap and degrading to women. She was picked because she is thoroughly qualified for the job. After all, she's been around the place for almost 20 years as assistant and later associate director."[33]

The Portland *Oregonian* ran a long article with several pictures taken in the EMU some three weeks after McMillan became EMU director and noted that "within three weeks of becoming director of the University of Oregon student union on Jan. 1, Adell McMillan had to deal with a week-long court case involving bids on a UO vending machine contract, the takeover of a room in the union by a pro-United Farm Workers student group, and a fire in the building's music listening room."[34] In this article, McMillan said such crises might not be enjoyable but she like the challenges in her work. She was quoted as saying, "I can't think of anything I don't enjoy . . . I really like all the things that I deal with."[35]

In February 1975, McMillan was deputized to act on behalf of the University by a statement from Clark:

> I deputize you to act in my behalf during incidents at the University of Oregon, which, in your judgement, require that official notice be given of trespass, disturbance of the peace, or removal from the premises of persons present. This authorization is subject to my revocation or alteration at any time by a similar written memorandum, but until such memorandum is filed with the Secretary of the Faculty of the University of Oregon, this authorization will remain in full force and effect. This memorandum is a supplement to the previous memorandum of December 11, 1970, which authorized Mr. Richard C. Reynolds to have such authority. The delegation to Mr. Reynolds is hereby withdrawn.[36]

And so began a new era of the Erb Memorial Union.

Other Staff Changes—Mid to Late 70s

In the summer of 1973, the State Emergency Board had approved the new position of business manager of the EMU,[37] and it was announced in August 1973 that Bob Cole would fill that position.[38] Cole left the position less than one year later in order to travel and spend more time with his family.[39] In May 1974, it was announced that Robert W. Schutz had been appointed to the position of business manager. Schutz had been the business manager at the Physical Plant and was currently serving as the assistant dean of the College of Education.[40]

Changes to the custodial staff of the EMU included the promotion of Tom Kleiv to night custodial supervisor, to replace Morris Mathews who had retired, and the appointment of Merv Whitaker as custodial supervisor, to replace Norm Boyles who would retire in February 1974. Whitaker had been a custodial supervisor at the Physical Plant, responsible for several campus buildings.

In March 1974, it was announced that Neil Murray would assume duties as an assistant dean of students services[41] and Ned Shafer, recreation coordinator, would move into Murray's old position of University program consultant, working with the Cultural Forum and the Center for Special Events.

A search for a replacement of Ned Shafer as recreation coordinator was held and Sandra Scott, a recent recipient of a Master's Degree in Recreation Management from the University's School of Health, Physical Education and Recreation, was selected to fill the position. Scott had an undergraduate degree from Oregon State University and had worked in recreational programing in Army Special Services prior to obtaining her degree from the University of Oregon.

In June 1975, following a national search, Hal R. Smith was named associate director of the Erb Memorial Union. He was currently the associate dean of student development at the University of Nebraska, Lincoln and had previously been director of student development and assistant director of programs at Nebraska and assistant dean of students at San Jose State University. Smith's duties would be to assist McMillan in areas of program planning, budget and policy. He was assigned direct responsibility for the union's in-service training programs for employees

and for the union's affirmative action program. Smith had a Bachelor's Degree from Indiana University and Master's Degree from Michigan State University.[42]

Smith took on an additional responsibility, in1976-77, at the request of Shirley Wilson, acting dean of students. Because Dean of Students Robert Bowlin was on sabbatical leave and because Tom Mills, who had been the advisor to the Inter-fraternity Council, had taken a new position as director of the Office of International Student Services, there was a need to find additional help for the liaison relationship which the University maintained with the Greek system. Smith was asked to devote part of his time to this role, since he had previous experience working with fraternities at the University of Nebraska.[43]

In October 1976, Frances Tyler, employed by the EMU for nearly 15 years, retired. Tyler was originally hired as a domestic worker I on the custodial crew, was promoted to domestic worker II, then to custodial worker II. Her most recent responsibilities had been as one of a two—person team responsible for daily room set-up and room opening responsibilities. She would continue to work part time as a 600 hour employee following her retirement.[44]

Ruby Baxter, employed by the EMU for almost 25 years, retired July 1, 1977, having begun her employment in September 1952 as a domestic worker I in the Food Service. She was promoted to domestic worker II in 1959 and in recent years had been a food service worker II with the responsibility of being the supervising cashier at the cash register station in the EMU Cafeteria. She too would continue as a part-time 600 hour employee.[45]

It was announced in November 1977 that Merv Whitaker's custodial supervisor position had been reclassified to building maintenance superintendent.[46]

In fall 1977, Ned Shafer, University program consultant, resigned to take a position out of state with the YMCA and a national search was conducted for his replacement. From over 100 applicants, Frank M. Geltner was selected to fill the position and began work on October 3, 1977. As a doctoral student in Theater Arts, Arts Administration and Higher Education at the University of Oregon, Geltner had been the coordinator of the Cultural Forum's Visual and Performing Arts areas.[47]

Geltner received his undergraduate degree in speech, English and drama from the Chicago Circle campus of the University of Illinois and his Master's Degree in theater and oral presentation from Memphis State University. Following receipt of his Masters, Geltner returned to Chicago and served as alumni director for the Chicago area.[48] During the summer of 1973 and 1974, he also participated in a University of Massachusetts sponsored program at Oxford University where he took course work in contemporary British drama and dramatic criticism. After five years as an alumni director, Geltner came to the University of Oregon to pursue his doctorate.[49] When he accepted the position of University program consultant at the EMU, Geltner had finished all of the course work for his doctoral degree, needing only to finish the research and writing of his dissertation.

During 1977-78, Hal Smith turned in a letter of resignation effective June 30, 1978, in order to pursue other job opportunities. McMillan reviewed the position of associate director during that year, consulted with the EMU Board and others, and decided, given a very tight budget situation, not to fill the position. McMillan noted that the strengths of the current business manager and the strength of the professional Program Staff had made the position of associate director "somewhat less than effective."[50] Upon Smith's leaving the position, the responsibility for budget development and monitoring was assigned to Schutz, business manager, and assistant director was added to his title. The responsibility for staff development was assigned to Geltner, and Smith's work with fraternities was returned to the Dean of Students office.

In March 1980, the EMU held a reception in honor of Dorine Duval, scheduling officer, upon the occasion of her retirement from the University.[51] Duval was the longest lasting employee from the beginnings of the EMU. She was hired by Dick Williams shortly after the building opened in the early fifties and continued in the same position until March of 1980, just short of 30 years. The policies and procedures for scheduling all rooms on the campus for use for out of classroom activities had been her responsibility for all of those years. Her dedication to the EMU and its programs was truly an unfailing commitment.

Following Duval's retirement, Virginia Anderson, who had been employed by the University Business Office, after a selection committee

interviewed several candidates, was selected to replace Duval as University scheduling officer.[52]

A Change in Presidents

Robert D. Clark retired as president of the University of Oregon in June 1976 and was replaced by William Boyd, who came to the University from the presidency of Central Michigan University.

Who Is Responsible for the Operation of the Erb Memorial Union?

In January 1976, Vice President for Student Affairs Bogen wrote to McMillan informing her that he had, with increasing frequency, detected comments by a few select students that they questioned the University administration's authority over the operation of the EMU. Bogen noted that he thought it was very clear in State statute, OSSHE policy and in practice at the University that the University president had the ultimate authority and responsibility for all funds solicited on the campus which would include the EMU. He also noted that the Incidental Fee guidelines were "a noteworthy achievement in the delegation of responsibility to students; however, this document does not give the final authority away."[53] Bogen requested that McMillan develop a background paper for him and new University President William Boyd to review, so that the president could be thoroughly briefed on this issue.[54]

McMillan responded by preparing a paper titled "University Authority re the Operation and Administration of the Department of the Erb Memorial Union and Educational Activities: A Background Paper."[55] In the paper, McMillan described the background history of the department and how it was organized, described the responsibilities of the director and the EMU Board, the fiscal control and accountability of the department as an entity of the University, the history and background of the incidental fee and its control and the history of who owned the land and the EMU building itself. She used many sources for her paper, including the University's Administrative Memo's, State Statutes, EMU Board Charter, an Attorney

General's opinion, the results of the ASUO suit of 1970 and the University's Incidental Fee Guidelines.[56]

In March 1976, according to an article in the *Oregon Daily Emerald*, titled "First Mac Court, and now the EMU," the ASUO presented President Boyd with a proposal that "requested the establishment of a student-faculty Board to determine policy for management and control of the multimillion dollar facility."[57] Don Chalmers, consultant to the ASUO, was quoted as saying, "We paid for the facility initially and are obligated to continue paying for it until 1995. The least they can do is let us have a say in how the building's run," and he continued that there had been a "not-too-subtle exclusion of students from their own building" by the dropping of "student" from the official name of the building.[58] In the same article, ASUO President Jim Bernau was quoted as saying, "After all, all of the student government bodies are housed here. The facility is maintained by the students and for the students."[59]

Chalmers and student representatives of the ASUO and the EMU Board met with President Boyd about the specifics of their proposal and came away from the meeting with a good feeling about the meeting, but with nothing concrete. Actual negotiations about their proposal were to be conducted by Vice President for Student Affairs Gerald Bogen with the ASUO and others.[60]

The proposed new Charter for the Erb Memorial "Student" Union Board submitted to Boyd began with the same seven areas of responsibility that were contained in the current Charter. However the method by which it would meet its objectives was considerably revised and included the following language:

> The Board shall set policy for the general management and control of business and affairs of the student union.
>
> Upon a specific finding by the Board of a need for special guidance and after consultation with the Director, the Board may issue written directives to EMSU Director setting down guidelines for the operation of each of the House operations. The House operations are: The EMU Food Service, The EMU Main Desk,

> The Outdoor Resource Center, the EMU Custodial Staff, and the EMU Recreation Center. "Written directives" are memoranda providing special guidelines for the director to follow in operating a certain facet of the House operations. They would include: a statement of the reasons the board believes special guidance is required, the present methods used by a House operation that are to be changed, the methods the Board feels should be used in the best interest of the students and the EMSU.[61]

The proposed Charter went on to indicate that the EMSU Board would select a director who would serve as the operating manager of the EMU with responsibility for the management and administration of the union and "related programs, services, budgets, personnel and student relations subject to the Board's supervision and control."[62] The Board was to prescribe the duties of the director by entering into a contract with the director that would spell out duties, employment benefits and compensation.[63]

The membership of this proposed EMSU Board was identical to the current Charter membership, with the exception of the addition of one more faculty member for a total of 13 members. Additionally, this Charter called for the formation of the same committees as in the current document.

Another major difference in the proposed Charter was that it called for the Board to adopt bylaws to facilitate its business, which were to be consistent with the Charter, the ASUO Constitution, State law and University Administrative Memos. An additional new clause was titled "Administrative Appeal," and stated:

> The Director of the Erb Memorial Student Union, may, in the event of a dispute between the Director and the Board, appeal the Board's decision to the University President.[64]

Besides the proposal for a new Charter, student leaders were also concerned about the financial condition of the EMU. During the prior

two school years, the Food Service had operated in the red, due to higher than expected food and labor costs, the on-going boycott of the Food Service, a Cafeteria line that was labor intensive, a new Skylight food area that was not profitable and poor menu planning.[65] Losses the prior year 1974-75 had equaled $74,762, with the Skylight loss being in the neighborhood of $30,000. The dilemma for students and staff was whether to provided more of a "fast food" service to try to get the Food Service back on solid ground or to stick with "home cooking" service.[66] In March 1976, the Incidental Fee Committee, with the support of members of the EMU Board, contracted with the accounting firm of Gregor, Thorp, McCracken, Early, P. C. to do a management and financial study of the EMU. The firm proposed that the purpose of the study was to "define and analyze existing problems and develop management suggestions and, if necessary, accounting systems capable of implementing such suggestions." [67] The main goal of the study was to put the EMU on a firm financial foundation particularly with respect to the Outdoor Resource Center, the Main Desk, the Print Shop and Food Service.[68]

Additionally, McMillan, with the support of Bogen, requested that Robert M. West, coordinator of administrative services for the Oregon Department of Higher Education, perform a management analysis for the EMU. One of West's responsibilities was to provide this type of consultation to auxiliaries in the State System. McMillan told West that this would be one of two studies approved by the EMU Board and that the two efforts would be coordinated by her office so that they would not interfere with one another's progress. The scope of this study included: an Organization Survey—including the relationship of workers and their activities to one another and the operational objectives; a work flow and work organization survey; a space layout survey; and a wage and salary survey. The collection of data for this study included interviews with managers, staff, customers, etc. and similar individuals at other institutions. It was hoped the results would be an analysis and interpretation of the data with recommended solutions and recommendations to the EMU Board and the EMU management.[69]

Negotiating the Issues Between the EMU and the ASUO

While these two studies were going on, Bogen announced the process by which he would study the ASUO proposal for the EMU Board reorganization and the schedule for that process. The schedule included a nine step process, which would last for approximately two months, and would end with Bogen transmitting his recommendations to President Boyd. After establishing deadlines, the process called for: the solicitation of a position paper from the EMU staff; the circulation of that position paper along with the ASUO proposed charter to the ASUO, the EMU Board, the IFC, Bogen's staff, the EMU program areas, the *Oregon Daily Emerald*, and others in the EMU; and the receipt of comments back to Bogen, which would be the basis of the first substantive meeting on the issues with the clarification of various positions. Then Bogen announced that he would invite three outside consultants to the campus to give him feedback on the various issues and positions. Following the consultants visits, Bogen would visit with the affected student groups, followed by the circulation of position papers in response to the steps in the process to date. In early May, Bogen held the second substantive meeting of the affected parties to reconcile various points of view, followed by Bogen's recommendations to Boyd by May 17, 1976.[70]

As requested by Bogen, the staff of the EMU, in consultation with students representing the various program areas in the union, prepared a position paper on the EMU Board reorganization and presented it to Bogen on April 5, 1976. The paper gave a brief background history of the original Board organization and structure and then went on to suggest changes to the present structure. It started with the premiss that who had "control" ought not to be the question, but, rather the question should be, "How do all persons concerned work to achieve the common goals of the Union?"[71] The staff suggested that "the Board should be an advocate on the campus for the Union. It should have a more well-defined function than it currently has, and that definition should spell out its role in policy formation and decision making."[72] The paper went on to advocate that the Board should not be as politicized as it was and that not all members should be elected as was then nearly the case. It pointed out that the current Board was no longer independent of the ASUO, as had been the original one, but had become another committee of student government. It also indicated that "because the EMU staff [had] traditionally not been involved in the development of policy and direction for ASUO programs, meaningful exchange between the present board and the EMU staff had been rendered difficult."[73]

The structure proposed in the EMU staff position paper would have significantly changed the make up of the Board as follows: for one-year terms, one student selected from each of the five program areas of the EMU—Cultural Forum, Outdoor Program, Club Sports Program, Craft Center Program, Child Care Program and the ASUO Executive or his/her representative; for two-year terms, two students elected at large from the student body, one alumni member appointed by the Alumni Association, two faculty appointed by the University president, and two classified staff members—one elected from the EMU staff and one appointed at-large by the University president. The director, business manager and University program consultant would serve as ex-officio non-voting members of the Board.[74]

The following responsibilities of the Board were described in the staff paper:

> The Board would have responsibility for initiating, reviewing and evaluating long-range policies and planning for the Erb Memorial Union. These responsibilities would include such matters as the addition or deletion of major services or board program units, establishing priorities for major building alterations or renovations, determining broad financial directions that markedly affect programs or services, and building use policies including office assignments and the use of public areas.[75]

This proposal would leave the day-to-day management of the EMU to the staff, and mean it would be essential to leave in place the three Board established committees for input into the Food Service, House and Budget. Additionally, the director would be required to make a report at each meeting of the Board describing all major issues pending and needing attention. Also, the business manager would be required to provide a monthly financial report to the Board. All matters of personnel

would continue to be the responsibility of the director and his/her staff, with the exception of the Board involvement in the search process to fill professional (faculty) staff positions.[76]

A provision of the staff position paper was a change in the area of funding and budget responsibilities. In the current process, the allocation of the incidental fee did not give much authority to the Board: it made budget recommendations to the Incidental Fee Committee, who recommended to the ASUO resident, who recommended to the University president. The position paper recommended that the EMU Board be given the authority to recommend the fee necessary to fund EMU programs and operations directly to the University president. This would give the Board increased responsibility and decision making authority.[77]

Finally, the paper stated that the staff were "totally committed to making this proposed model a success,"[78] and that "campus community involvement in the management and administration of a college union [was] the essence of the role of the union on campus.[79]

As he stated he would, Bogen circulated a copy of this paper and the ASUO proposed charter to all of the groups and individuals involved. He asked for comments on each by April 19, 1976, and following the deadline for receipt of comments he held a second meeting to review the comments and gain a clarification of all positions on the issue.[80]

The comments received by Bogen came from several individuals including McMillan, EMU Associate Director Hal Smith, the ASUO, EMU Board Member Jim Dulcich, EMU Board Member Douglas Benson, EMU Board Chair Stephen Beard, Incidental Fee Commitee Members Jan Oliver and Gary Feldman (also members of the EMU Board) and EMU Faculty Board Members Sally Fullerton, and Roman Andrus.

In her comments, McMillan expressed concern at the assumption that seven students elected at large from the student body, with no prior experience with the EMU, would be given total control over a $12 million facility that was owned by the State System of Higher Education. Given students' transient nature, she questioned if they could handle such a responsibility. She felt that it took strong leadership from both students *and* staff to preserve the EMU for future generations. Secondly, McMillan strongly supported giving the EMU Board more responsibility for making recommendations to the University president regarding the allocations

of the incidental fee. Thirdly, she felt strongly that students ought not be involved in "internal personnel matters or in the day-to-day, nitty-gritty management detail that [staff] dealt with on an hourly basis."[81] McMillan thought that Board's reacted too slowly and met too infrequently, making timely decisions impossible. On the other hand, she believed that students should be intimately involved at the policy level, citing several examples, e.g. contracting out the food service operation, changing the nature of the equipment sold in the Outdoor Resource Center, or a major overhaul in the philosophy of pricing in the food service operation. McMillan also expressed concern about the ASUO interpretation of the EMU as the "student's" building. She noted that for 26 years the EMU had served the various needs of the entire campus community, students, faculty, alumni and guests. She said, "I believe that if the proposed ASUO charter is approved, the University may well, in a very short period of time, find that the Union is no longer readily available for many of the purposes it currently serves."[82] Finally, McMillan was very concerned about the director of the EMU becoming a contract employee of the Board and no longer a University employee, pointing out the many University wide related responsibilities of the EMU director, e.g. University scheduling officer, University committee membership, etc. [83]

Smith wrote to Bogen with three major concerns: the politicizing of the EMU Board, the change in the role of the director and separatism. He noted his concern for the number of elected members of the EMU Board in the ASUO proposal and his concern for the political nature of the Board. Smith was very concerned about the changed role of the director in the ASUO proposal. He noted that the director was a member of a profession and he believed that the director was being replaced with a business manager whose role would not be as global as that of the present director and who would not be able to function on the campus and in the community to the extent that would be appropriate. In terms of separatism, Smith felt that separating the EMU from the Student Services Division of the University was an example of the University separating itself into its parts and he felt that this was not in the best interests of the University.[84]

The ASUO position in regards to the EMU staff position paper focused mainly on three issues. They did not feel that the majority of the student members of the Board should be selected from the various program units

of the EMU, but rather they should be elected at large from the student body. Their rational was that only elected representatives could truly represent students and that program members would be predisposed to only represent their special interests. Secondly, they felt that the Board should be an advocate for students and not an advocate for the EMU. In addition, the ASUO felt that, though it was appropriate for the staff to have responsibility for the day-to-day management of the EMU, the Board should have the ability to issue directives to staff if they felt it was necessary. And finally, the ASUO did not agree that the Board should be able to make the incidental allocation recommendations directly to the University President, but rather that the current system should remain in place. They reasoned that having an in-house governing Board make such allocations would be counter to the State Board's policy of involving student government in those recommendations.[85] The ASUO did, however, agree that their proposal and the EMU staff position paper had several common areas of agreement: both urged Bogen to adopt a primarily student board; both positions urged Bogen to adopt well defined responsibilities for the governing board; both proposals gave the Board broad authority and governing responsibilities; and both proposals provided for the inclusion of both classified staff and faculty positions.[86]

Jim Dulcich, a student EMU Board member, took a position in support of the EMU staff position paper. In particular, Dulcich was opposed to the stipulation that the Board would issue written directives to the EMU director, prescribe duties to the director or enter into a contract with the director, prescribing compensation and employment benefits. He said, "These provisions are impractical and pose significant dangers to the healthy management of the EMU. For one thing, a 'management by board' situation, which is an extremely difficult, inefficient, confusing set-up, would be created by such a charter. Inherent in such an operation is a tremendous accountability problem."[87] He went on to speak about the difficulties created if you give a person responsibility without the commensurate authority. Dulcich also did not feel that it was appropriate to give a board of 13 individuals—nine of them students—the responsibility of directing the management of such a complex institution as the EMU. In evaluating the EMU staff position paper, Dulcich indicated that he had studied the governing board arrangements at a number of other major

institutions, including the charters at Oregon State University, the University of Michigan, the University of Texas, Indiana University, Purdue University, the University of Iowa and the University of Wisconsin and found that all but one delegated advisory powers to their governing boards. Most of them delegated the responsibility for establishing general policies that were meant to guide the union director. Michigan was the only institution where the board had more than advisory powers. However, their board had more faculty members than student members.[88]

Benson told Bogen that he thought that the whole issue boiled down to a problem of trust—trust between students and staff that was lost during the troubled times of the late 60s and early 70s. He went on to say that he did not believe that the Board should select and contract for the director and agreed that the membership of the Board should be less politicized. On the other hand he did not agree with the staff proposal that the Board should make its budget recommendations directly to the University president. He felt that the budget proposals should go to the ASUO president and from that person to the University president. If the ASUO president were to veto the Board's budget proposal, it would go to the IFC for review and impartial judgment and then to the University president.[89]

Beard felt that the proposal to change the way that the EMU budget was approved was inappropriate and supported leaving the current process in place. He thought that the issue of the composition of the Board would be answered through negotiation. On the issue of policy making, Beard thought that the main problem would be defining what a major policy decision was. His main concern was that the negotiations be finished in a timely manner so that the Board could get on with its responsibilities.[90]

Oliver, Feldman and Burns, all members of the Incidental Fee Committee, were opposed to changing the approval process for the EMU fee allocation and also were opposed to having the majority of the student Board members selected from EMU program areas. They felt that they would not be representative of the wishes of the student body as a whole.[91]

Andrus, faculty member on the Board, thought that the Board should set goals and objectives for the EMU, develop strategies to achieve the goals and objectives and provide policy guidelines. He felt that

management should be given latitude to determine methods, techniques, etc. to accomplish the goals and objectives within the policy guidelines established by the Board. Regarding the make up of the Board, Andrus felt that a power block should be avoided and that the Board should seek to be balanced, representative and of a workable size. In his opinion, "steps should also be taken to avoid having the Board become a political activist body."[92]

Fullerton, the other faculty member of the Board, was of the opinion that having some representation of EMU programs on the Board was a good idea and the number should be balanced with those that were elected at large from the student body. She strongly supported the idea that the Board should be responsible for long range planning and policy decisions and that the staff should be responsible for the day-to-day management of the EMU. She was opposed to the Board giving written directives to the director of the EMU. Fullerton also objected to the idea that the director be hired by the Board and felt that it would be a loss to the University if the director could not relate to the faculty as a faculty member him/herself. She also thought it would be workable to have the ASUO delegate the authority to the EMU Board to make its recommendations on fee allocations directly to the University president, with the coordination being provided by the IFC members on the Board.[93]

At the request of Bogen, McMillan wrote to a number of unions at comparable universities around the country requesting information about their boards of directors, management arrangements, responsibilities of the director, etc. She received responses from the unions at the University of Wisconsin, Indiana University, University of Iowa, University of Michigan, Oregon State University, Purdue University, University of Texas, University of Utah, University of North Carolina and the University of Idaho. McMillan sent Bogen summaries from each union that replied to her request and noted that most Boards of Directors had students in the majority, and that the major emphasis seemed to lean toward boards that were representative and apolitical. In all but one case, the director was employed by the University and reported to the chief students affairs officer or the chief finance and business officer. In all cases, students were involved in the selection process for new directors. McMillan indicated that the duties and responsibilities of the boards were fairly

similar and she said that the "advisory, regulatory, review and recommending roles were fairly well spelled out for the boards."[94]

At the expense of the President's Office, Bogen invited three union/student affairs professionals to visit the University for two days each to consult with students, staff and faculty regarding the organizational structure of the EMU and the staff reporting relationships. The three consultants were: George Stevens, director of the Memorial Union and Educational Activities at Oregon State University; Chester A. Berry, executive director of the Association of College Unions-International and former director of the union at Stanford University; and Thomas Richardson, vice president for student affairs and administration at the University of Idaho.[95] McMillan was instructed to set up a schedule of appropriate appointments for each of the consultants and then Bogen planned to conduct an exit interview with each of them.[96] The consultation schedules were the same for each of the consultants. Each began with an hour meeting with Bogen, followed by a two hour meeting with ASUO President James Berneau, followed by a two and one-half hour meeting with the EMU professional staff over lunch. Following a one hour break, each consultant met with the EMU Board for two hours. On day two, each consultant met for two hours with students representing the program areas of the EMU, followed by an exit interview with Bogen.[97]

Following the visits by the three consultants and the receipt of comments from all of the concerned parties, Bogen held a final substantive meeting of the parties to again discuss the various points of view. On May 17, 1976, after considering all of the information and points of view available to him, Bogen sent to President Boyd his recommendations regarding the governance of the University of Oregon Erb Memorial Union. He described for Boyd the deliberative process that he had launched on March 17, 1976, including the sharing of position papers amongst the affected parties, the visits by outside consultants, visits made by Bogen himself to several groups of affected and interested students, and the meetings with the representatives of the EMU Board, the ASUO and the EMU staff. He indicated to Boyd that it had become clear during the process that the current EMU Board Charter had been poorly drafted and had been a disservice to interested student groups and to the management

of the EMU. He noted that "the ambiguity in this document has caused considerable confusion over roles and responsibilities."[98]

Bogen told Boyd that during the process everyone had increased their areas of mutual understanding as they began to agree on the definition of words and concepts, and developing a commonly understood language. He then presented in list form 30 agreements that had been reached on the issue of the governance of the EMU, and asked Boyd to approve the agreements. Upon approval, if given, Bogen told Boyd he would instruct the director of the EMU and the EMU Board to work together to draft a new EMU Board Charter and bylaws that would reflect the spirit of the 30 points of agreement. The final draft would then be submitted to the President's Office for final approval.[99]

The 30 points of agreement are summarized as follows:

1. The EMU is clearly a community facility in that it is of common use to students, faculty, staff and members of the Eugene community.
2. Though it reported administratively to the University President through the Vice President for Student Affairs, it was necessary that there be significant involvement of affected students, staff and faculty in the governance of the facility and its programs, and it needed to be uniquely responsive to its various constituencies.
3. It was imperative that the currently existing Charter be redrafted, and if possible, without having to alter the currently existing ASUO Constitution.
4. Policy determination must be established by a Board composed of members of the University community and students, as the most significant users of the facility and the most significant contributors toward its operating expenditures should be acknowledged by significant representation on the Board.
5. The specific makeup of the Board, that is the numeric ratio between students, faculty and staff, was not terribly important except that students should have a more significant voice than others.

6. It was desirable to have students on the Board representing the EMU programs themselves, as opposed to ASUO agencies. These students should be appointed by the Board after interview and should meet minimum qualifications, such as length of time of involvement in EMU programs and experience.
7. An additional faculty member on the Board was desirable, to be appointed by the University President, as were the existing two faculty representatives. It was suggested that it might be wise to add an additional ex-officio member from the University Budget Office or other high ranking administrative post.
8. The revised Charter should include the subcommittees for house, foods and budget, since that had been working well and effectively.
9. It was imperative that Bylaws be established to guide the EMU Board in carrying out its responsibilities. Periodic meetings of the full Board must be established; an agenda must be prepared ahead and distributed to all members; minutes must be kept. The Bylaws should also include job descriptions for the Board chairperson and the chairs of the various committees.
10. The process for removal of appointed members must be established. The elected members were covered by the ASUO Constitution procedures.
11. The EMU staff should organize an orientation program for Board members early in the academic year, probably held at a retreat facility, as an opportunity to get to know each other as well as learn about goals and operations of the EMU.
12. The chairperson of the Board was to be elected annually from those students *elected* to the Board.
13. The bylaws should indicate that the director of the EMU was to make a report to the Board on the financial condition of the EMU, anticipated problems of the EMU, *significant* management actions since the last Board meeting and items which require policy determination by the Board.

14. The ASUO Constitution needed to be amended to change the time of election of EMU Board members from the fall to the spring general election.
15. The current Charter spoke of "shared responsibility," which created confusion. Shared responsibility meant that members of the "community" share in determining policy that the EMU staff would then have the responsibility to implement. Shared responsibility did not mean the staff and Board share in policymaking responsibilities.
16. It was clear that a sharp delineation needed to be made between policy determination and day-to-day management responsibility. Quoting from the report from Gregor, etc. Accountants: "A basic premise to the delegation of responsibility is that accountability must be equal to authority. If a manager is to be held accountable for results in an area, his assumed responsibilities and his authority must be commensurate with his accountability. You cannot hold a person accountable for results if that person does not have the authority to direct and control the operations determining the results." Distinctions between policy, responsibilities and management prerogatives needed to be clearly established.
17. The EMU Director and staff had the responsibility to refer all long-range planning and significant policy determinations to the EMU Board for their decision.
18. The EMU management should have the right to appeal any policy decision of the EMU Board to the President of the University or his designee.
19. The current policy for search committees and recommendations for the hiring of EMU professional (faculty) staff would remain the same as already negotiated between the Board and Bogen.
20. Performance review of the professional staff and

student employees in the EMU and EMU programs was the responsibility of the EMU director, and selection and supervision of all classified staff was the responsibility of EMU staff. Supervision of student employees in the ASUO agencies was the responsibility of the ASUO President. The performance review of the EMU director was the responsibility of the Vice President for Student Affairs, who would confer with a personnel committee of the EMU Board on an annual basis to solicit comment on the director's performance. This personnel committee would consist of the Board chair, the three subcommittee chairs and a faculty member of the Board.

21. The EMU staff and its director must conduct their business a bit more formally. The bylaws were to be written to indicate that frequent plenary sessions of the Board must be held and that written, formal, recommendations on policy must be made to the Board.
22. Supervision of EMU programs rests with the Director of the EMU and his/her staff. Conversely, the ASUO Executive has the responsibility for supervising ASUO agencies.
23. There was mutual concern about the fiscal condition of the EMU and it was acknowledged that the studies by the two outside firms/persons had been helpful in pinpointing problems. There was agreement that the management, given sufficient time and authority, would be able to turn the fiscal posture around. It was clearly understood that the management had the responsibility and authority to make improvements in the fiscal management of revenue producing areas of the EMU.
24. The current incidental fee budgeting process would be followed for at least one more year.
25. Future budget development should involve the EMU Board budget committee at the earliest possible date so that they could be involved in priority setting and it would help them acquire knowledge and understanding.
26. The EMU professional staff should be considered available to

assist ASUO agencies, but their primary responsibility was to the programs for which they had been employed by the University.

27. The EMU Board could call on members of the University community to provide assistance in areas where assistance is needed and for which it is requested.
28. A two-tier system for governance—having a high level policy group and a low-level group which dealt with day-to-day operations—as recommended by several of the consultants, was not supported by any of the individuals who had been involved in the process.
29. The development of an EMU "designated fee" or minimum support level fee, paid by students at registration, although having some merit, was not supported. It was acknowledged, however, that if the budgeting system did not smooth out and reduce the time commitment of staff to get their budgets approved by various student groups, a fee, similar to the Health Center fee, might be established in the future.[100]

The 30th point in the agreement did not relate to EMU governance, but consisted of changes to the University President's delegation of authority to the ASUO, which were to be dealt with at a later date and with a different process.

A New EMU Governance Document

President Boyd approved the 30 points of agreement submitted to him by Bogen. Bogen asked McMillan to convene whomever was appropriate to begin work on drafting a new document, using items one through 29 from the points of agreement. He hoped that the matters could be dealt with in detail and brought back to his attention before the beginning of fall term.[101]

McMillan and the summer EMU Board, chaired by Doug Benson, House Committee chair, spent the better part of the summer developing a new governance document for the Erb Memorial Union and its Board of Directors. By August 1976, the group had written a new document

titled "Governance Document" for the Erb Memorial Union, University of Oregon. It established that the name of the organization was the Erb Memorial Union of the University of Oregon. It stated a purpose that went back to the last adopted purpose of the Board in the late 60s. The new document stated that the Board was responsible for making general policy decisions and long-range planning decisions for the EMU and that the Board would advise the staff on the day-to-day management and administration of the EMU. The new governance document called for a membership of: five students elected at large from the student body for two year terms, two elected in odd numbered years and three elected in even numbered years; three students representing the program areas of the EMU for one year terms; three faculty members appointed by the president of the University; one student member appointed by the ASUO president for a one-year term; two student members of the Incidental Fee Committee, appointed by the committee in the fall term after ASUO elections; one member of the classified staff elected by the staff for a two-year term; and the director of the EMU and the University budget officer as ex-officio, non-voting members of the Board. The document had provisions for the filling of vacancies and the recall/removal of Board members. It also called for the Board to meet regularly, at least once per month, or more often at the discretion of the Board.[102]

The Governance Document indicated that the chair of the Board would be elected from the five elected students on the Board and the vice-chairperson was elected from the membership of the Board.[103]

One article in the Governance Document outlined the responsibilities of the director of the EMU as follows:

Section I. The Erb Memorial Union Director shall administer the facilities, business operations, personnel and program of the Union.

Section II. The Director shall guide and coordinate student and staff efforts to effectively realize the goals of the Union in relationship to the total educational enterprise of the University.

Section III. The Director shall serve in such other administrative

capacities as may be assigned by the Vice President for Student Affairs or the President of the University.

Section IV. The Director and his/her staff shall implement policy and long-range plans established by the Board.

Section V. The Director shall be administratively responsible to the Vice President for Student Affairs. Yearly evaluations of the Director's performance will be made by the Vice President after consultation with a Personnel Committee of the Board, as set forth in the Bylaws.

Section VI. The Director will report the "state of the Union" to the Board at each regularly scheduled Board meeting and will provide the Board with monthly financial reports.

Section VII. In the event of a vacancy in the position of the Director, the Board shall establish a Search Committee to interview candidates and make recommendations to the Vice President for Student Affairs according to the procedures in "Bylaws."[104]

The document provided for the same three committees that had been in the previous Charter—the House Committee, the Foods Service Committee and the Budget Committee—and described their responsibilities. Each committee was to be chaired by one of the at-large elected members of the Board, and was to meet at a regularly scheduled time and keep minutes of their meetings and report to the full Board on their work.[105]

The Bylaws provided that the Board would keep minutes of its meetings and file them in the Board office, the office of the EMU director and the office of the vice president for student affairs. The at-large student member of the Board, who was not serving as a committee chairperson, was to serve as the secretary to the Board. Additionally, the Bylaws spelled out the duties of the Personnel Committee in evaluating the EMU director and provided criteria for the selection of the programs' positions on the Board. The Bylaws also included the criteria for the director's report to the Board at each meeting, had a job description for the Board chairperson and each of the three committee chairpersons, and included a description of what constituted a Summer Board. Also, the Bylaws included a section on Search Committees for filling professional staff positions as had been

previously approved. The Bylaws also included a section on the EMU Building Repair and Replacement Reserve and the Board's involvement in setting the priorities for the use of the reserve each year.[106]

Finally, the Bylaws stated that the Governance Document and the Bylaws could be amended by a two-thirds vote of the voting membership of the Board with the approval of the vice president for student affairs acting on behalf of the University president and indicated that the director of the Erb Memorial Union could appeal a policy decision of the Board to the president of the University.[107]

The Governance Document and Bylaws would become effective upon a two-thirds vote of the membership of the existing EMU Board, with the approval of the vice president for student affairs acting on behalf of the University president.[108] On August 10, 1976, Douglas Benson, Summer Board chair, sent the EMU Board members a copy of the new document and a post card ballot, which was to be returned to McMillan by the end of August. He said, "Many people have worked long hours to produce this document. I believe it covers all points previously in question and debated. I urge you to vote for its adoption."[109]

On September 2, 1976, McMillan informed Bogen that two-thirds of the voting membership of the current Erb Memorial Union Board, by mail ballot, had approved the new EMU Governance Document. At the request of EMU Board Chair Steve Beard, McMillan forwarded the new document to Bogen for approval by the University president. She hoped that it would be approved by the beginning of fall term so that the Board could begin operating under the new document at its first meeting of the term.[110]

On September 15, 1976, Bogen informed McMillan that he had visited with ASUO President Jan Oliver about the new Governance Document for the EMU and she had indicated that she was very pleased with the document. They both requested that, when the document was up for revision at some future time, the section on the Building Repair and Reserve funds should indicate that the funds could only be used for non-revenue producing areas, in line with OSSHE Board policy.[111]

On September 30, 1976, Bogen informed Beard that the president of the University had delegated Bogen the responsibility of approving the Governance Document for the EMU, "which we all have worked so hard to develop."[112] He indicated that he had carefully reviewed the document,

noting that it had received approval of the EMU Board, and said that it had his approval and that the document would become effective on the date of his memo, September 30, 1976.[113]

Regarding the accounting and management audits of the EMU that were going on at the same time as the review of governance issues, McMillan sent Bogen a copy of the final report from Gregor, Thorpe, McCracken and Early, and indicated that she and her staff would be analyzing the report with the goal of implementing some of the recommendations at an early date and that they would be meeting with the EMU Board about those recommendations that had long-range implications. She speculated that the IFC would be using the results of the report during the coming budget hearing for the EMU and she hope that they would not expect overnight "miracles."[114] McMillan said. "All in all, I feel good about the report. Most of the recommendations stem from concerns we have been aware of and on which we have been working for some time. Some of their comments and solutions are not immediately feasible, but in the long run should be able to be accomplished."[115]

Finally, in August 1977, in promulgating changes to the Administrative Rules regarding the delegation of authority from the University president to the ASUO, the following was included in that Rule:

> (5) The Director of the Erb Memorial Union is delegated by the University President full authority for the supervision, management, and operation of the EMU, its immediate premises, and its programs, subject to the provisions of any governance document agreed to by the University President.[116]

Several amendments to the EMU Governance Document were made in the late 70s. It was decided that the chairs of the Board's standing committees could be elected by the Board from either the elected members of the Board or from the appointed student program representatives.[117] That amendment to the Governance Document was approved by Paul Olum, provost, on January 31, 1978.[118] In addition, in June 1978, the Board approved an amendment to the Governance Document that created an ASUO program representative to the Board, similar to the two EMU program representatives, to be selected by the Board from applications and with similar criteria including at least two terms of experience in one of the ASUO sponsored programs. Excluded from this position would be the ASUO executive group, members of the IFC. University Affairs Board, EMU Board, Student Affairs Board or the Constitution Court.[119]

This Governance Document, with minor amendments, would last for the next 25 or more years.

EMU Programs' Structure

By the latter half of the 1970s, the structure of the EMU program units had become fairly well established within the total EMU & Educational Activities organization. The program units were the Cultural Forum, the Club Sports Program, the Outdoor Program, the Craft Center and the Child Care and Development Center. Each of the units was staffed by a professional program coordinator and in some cases other support staff or student staff. Each of the units had its own unique organizational structure based on how they functioned. All of the units were totally responsive to student needs. All of the program units were subsidized to a greater or lesser degree by the incidental fee. The Recreation Center acted as both a revenue producing unit and a program unit of the EMU, with no incidental fee subsidy.

Cultural Forum

In 1977, the Cultural Forum consisted of five major areas of programming, each coordinated by a University student. The programming areas were: Contemporary Issues—including Politics and Government, Social Issues and Human Relations, International Relations and Education; Heritage Music—including Folk Music, Jazz and Folklore; Film and Literature—including Contemporary, Classic and Foreign Films, plus film and literature related speakers; Popular Music; and The Arts—including Visual Arts, Dance, Art Exhibitions and Theater. Additionally, in the area of general programming, the EMU Program Office was available with expertise and resource materials for any group or individual interested in presenting an event on the campus. The EMU Program

Office and Cultural Forum were located in a suite of offices on the ground floor of the EMU addition.[120]

In summer 1976, the Cultural Forum became involved in negotiations with the Athletic Department about sponsoring popular concerts on the campus. The Athletic Department had made it clear that they wished to begin sponsoring concerts in order to generate additional income in order to stay solvent.[121] The Cultural Forum and the EMU administration expressed their concerns to Bogen, who was involved in mediating the issue, as did John Caine, athletic director. The Cultural Forum felt strongly that they had the expertise and the knowledge of students' wishes in this area, plus historically they had been the sole provider of special attractions for the campus. They did not program popular concerts to make a profit, but, in fact, negotiated contracts that provided virtually no risk to the Cultural Forum, and made it possible to keep ticket prices very low. If a profit was made, it went to underwrite musical events that did not draw large crowds, e.g. jazz concerts, semi-classical concerts, theater groups, etc. Of particular concern to the EMU was the issue of attracting a non-college crowd to popular concerts. Due to past problems, the Cultural Forum had a policy of only sponsoring concerts they felt would appeal to a college audience. They were afraid that the kind of concerts that would make a profit for the Athletic Department were those that would attract a predominately non-University crowd and in particular a teenage crowd. Additionally, concern was expressed that if the Athletic Department got into the popular concert business there would be nothing to prevent them from scheduling events in competition with other campus events.[122]

John Caine, athletic director, told Bogen that "athletics [had] no intention of entering the active realm of show business but instead [was] interested in participating on a very conservative three or four occasions per year basis—and then only with a particular program type."[123]

The compromise reached between Caine and Bogen allowed the Athletic Department to sponsor one event per school year without the interference of the Cultural Forum. Beyond that one event, the Athletic Department would gain the concurrence of the Cultural Forum that any additional event did not significantly effect programming of the Cultural Forum.[124]

In the fall of 1975 and the of spring 1976, issues were raised related to the showing of films on campus and film censorship. In fall 1975, the

Cultural Forum scheduled a showing of the film *The Devils*. It was described as a true story directed by Ken Russell, "carefully documented, historically accurate—a serious work by a distinguished filmmaker acclaimed one of the cinema's outstanding talents. As such, it was hailed as a masterpiece by many, but because it [was] explicit and highly graphic in depicting the bizarre events that occurred in France in 1634, others [had] found it visually shocking and deeply disturbing. Venessa Redgrave play[ed] the hunchbacked Mother Superior of a convent who [became] sexually obsessed with a worldly priest, played by Oliver Reed."[125] Russell's screen play was based on Aldous Huxley's *The Devils of Loudun* and John Whiting's play *The Devils*.[126]

One individual called Vice President Bogen and was referred to McMillan. She responded to his questions indicating that it was the intent of the Cultural Forum to give students an opportunity to see and hear all points of view. Responding to his question if the EMU still intended to show the film even though it offended him on religious grounds, she responded that the film would be shown as advertized.[127]

The Cultural Forum scheduled and showed the film *Deep Throat* during the spring term of 1976. As a result of a good deal of public criticism for allowing the film to be shown, President Boyd asked Vice President Bogen to study the film showing policy on the campus and to make recommendations concerning the problems raised by the showing of *Deep Throat*. Bogen asked Roland Bartel, the chairperson of the Faculty Advisory Council, to have the Council look into the matter and make recommendations. Bartel agreed, and the Council studied the question of whether it was appropriate for the University to put itself in the position of saying what films could be shown on campus. They invited Hans Linde, Law School professor, to meet with them and give his advice. Linde felt that it would be improper for the University to make such decisions because of concerns about First Amendment freedoms in the use of public space. It would put the University in the position of "censoring" film showings.[128]

Bogen then called a meeting of McMillan, Steve Miller, David Frohnmayer and Linde for the purpose of re-writing the film showing and fund raising application form. The group asked Miller to draft a statement to be added to the form that would spell out what might be

considered obscene under State statute so that individuals making arrangements for the film showing would be fully aware of the laws involved. Miller drafted a statement, which was subsequently added to the film showing application. The statement read:

> I am aware that pursuant to ORS 167.087 it is unlawful to exhibit, sell, deliver or provide any writing, picture, motion picture, film, slide, drawing or other visual reproduction if such (a) depicts or describes in a patently offensive manner sadomasochistic abuse or sexual conduct; (b) taken as a whole, lacks serious literary, artistic, political or scientific value; and (c) the average person applying contemporary state standards would find the work, taken a whole, appealing to the prurient interest in sex. Pursuant to the above, I have no knowledge that the film or fund raising activity described on the attached application is in violation of the before-described state law. I have further read the terms stipulated and agree to follow them, and have completed the attached application form.[129]

This statement was signed by the person representing the organization requesting permission to show a film or other media and/or fund raise.[130] Thus ended, for the immediate future, the controversy about censoring film showings on the campus.

In October 1977, the Cultural Forum announced that art exhibitions would once again be hung in the EMU Art Gallery, following a several year hiatus. In addition, new furniture for the area had been ordered.[131]

Club Sports

By the latter half of the 1970s, the Club Sports program was still organized in the same manner as it had from its beginnings, with each club organized and run by students and with coaches selected by teammates and serving without monetary compensation. The program continued to operate with the same basic philosophy that emphasized participation and competition rather than winning.[132] By 1977, there were clubs organized for badminton, bicycling, bowling, crew, equestrian, fencing, handball, karate, lacrosse, racquetball, rodeo, rugby, sailing, skiing, soccer, table tennis, volleyball, water polo and weightlifting. Most clubs were affiliated with state or Northwest leagues or organizations.[133] The Club Sports coordinator was available to give continuity to the program and administrative assistance and resources in scheduling games and tournaments, making travel arrangements, etc. An Executive Committee of representatives from each club served as the student coordination for the program and acted on the admission of new clubs to the program. The Club Sports office was located across the lobby from the Recreation Center in the EMU.

Periodically the issue of paying Club Sports coaches was raised, and in June 1974, in an article in the *Oregon Daily Emerald* about the successes of the women's crew program at the University, the author lamented the fact that the coaches were not paid. Reynolds wrote to Don Chapman, the author of the *Emerald* article, and explained the rationale behind volunteer coaches and the philosophy of the Club Sports program. He noted that it "served as a national model for an alternative to both intercollegiate athletics and intramurals. It holds and retains the intercollegiate competition common to intercollegiate athletics and yet maintains informality and a high level of student participation as does the intramural program."[134] He pointed out to Chapman that one of the basic tenets of the program was the concept of volunteerism as opposed to professionalism, and that concept included the participation of the coach. Additionally, in many sports the coach was an active participant in the sport that he or she coached. Reynolds also noted that the participants in the program valued their own participation sufficiently to use support from their own resources in addition to incidental fee funded support.[135]

A continuing problem for the Club Sports program was the difficulty in scheduling indoor and outdoor practice space for the various clubs. This problem, according the Sandra Scott, Club Sports coordinator, was due primarily to the low priority given to the Club Sports program by the Physical Education Department. She noted that this had been the case for several years as attested to by prior Club Sports coordinators, Ned Shafer and Gary Bartlett.[136]

Legal liability for the actions of participants in the Club Sports program

was always of concern and in order to reduce the liability of the University, each participant in the program, upon signing a club membership form to participate in the program, signed an indemnity waiver form which stated:

> I, _____, hereby understand that I am participating in the University of Oregon Club Sports Program at my own risk and responsibility, and thereby release, discharge and absolve the Oregon State Board of Higher Education, the University of Oregon and its official agencies and agents, and officers and coaches of the Club Sports Program of any an all liability for injuries to my person or property growing out of or resulting from my participation in this program.[137]

In addition, each participant was strongly urged to participate the ASUO insurance program or other insurance program that covered accidents which might occur during participation in activities of the Club Sports program.[138]

An interesting activity sponsored by the Club Sports program in the mid-70s were visits to the Oregon State Penitentiary to put on various club sports demonstrations, including arranging to hold rugby and volleyball games at the Penitentiary.[139]

In early 1976, the EMU purchased a used 1960 International 38-passenger bus for use by the Club Sports program, in particular the crew teams. Both the men's and women's crew participants traveled daily to Dexter Lake for crew practice. In prior years, the crew had the use of a bus purchased by the original Crew Club, but that vehicle had been found to be inoperable three years prior to the current purchase. In the intervening years, the crew had been using two or three of the 15-passenger vans leased by the EMU for student activity use, but the vans had proved to be uneconomical because it required the use of more than one vehicle for the entire crew teams. In requesting permission to purchase the bus, McMillan wrote to McLaughlin and said that this bus had been tested and driven by a knowledgeable person from Oregon State University who had informed the EMU that it was in excellent condition with a rebuilt engine and was an excellent buy at the $1,500 purchase price.[140]

Outdoor Program

By 1977, the Outdoor Program had grown in number of participants and activities, but continued to operate within their original program philosophy of providing "students with the opportunity to take part in self-initiated, low-cost, cooperative adventures in natural wilderness environment,"[141] with an emphasis on small group participation.[142] Their current activities were primarily planned around camping, ski touring, hiking, coast and desert exploration, rock climbing, winter survival techniques, kayaking, river boating, sailing, bicycling, caving, nature photography and environmental action. All activities were non-motorized and noncompetitive.[143]

Outdoor Program activities continued to be open to everyone—students, faculty, staff and the Eugene community. Faculty, staff and community members often planned trips together with students, and opportunities were easily available for participants at all experience and interest levels. The instructional part of the program, according to a published program description card, had "progressed to a point where everyone [was] a 'common adventurer' in outdoor learning, regardless of experience levels. The education [was] a reciprocal process with everyone sharing knowledge and experiences. Human and material resources files [were] available to stimulate contacts and ideas."[144] Expenses for participating in the program continued to be born by each individual, with group participants assuming the responsibility for paying a share of the group expenses as well as for their own personnel needs. Incidental fees covered the cost of staff and other office and administrative expenses.[145]

In January 1976, the EMU purchased one of the 1973 Dodge Royal Sportsman vans that were currently being leased by the EMU from Grand Leasing Company in Portland. This was one of four leased vans whose lease period would run out in mid-February 1976. The price for the used van was $3,200 and it was to be used exclusively by the Outdoor Program.[146] In September 1976, the University of Oregon Outdoor Program was presented with the highest level public service award given by the U. S. Department of the Interior, for its role in a cleanup project on Idaho's rugged Salmon River. The Outdoor Program led a coalition of individuals

from both public and private groups that removed over 40 tons of debris from a 55-mile stretch of the Salmon River during the summers of 1974 and 1975. More that 100 individuals took part in the cleanup of trash ranging from automobile shells to 150 pound truck tires, which they lashed to innertubes and floated down river to accessible areas. The work would have cost the federal government approximately $33,000, if they had contracted out the job. Gary Grimm, Outdoor Program coordinator, indicated that the cleanup was done in order to qualify the Salmon for protection under the U.S. Wild and Scenic Rivers Act. though a proposal for that protection had not as yet been passed by the Congress.[147]

As it had in the past and would in the future, the issue of liability insurance and participation in Outdoor Program activities was raised in 1978 by W. N. McLaughlin, University business manager. McLaughlin told Bob Schutz, EMU business manager, that he wanted to meet with Ed Branchfield, assistant attorney general assigned to Higher Education, to get an opinion as to whether or not the EMU should be insuring individuals on trips. Responding to this idea, McMillan wrote to Gerard Moseley, associate provost for student affairs, and told him that a requirement of purchasing insurance for each participant would effectively destroy the Outdoor Program due to the expense involved. She sent Moseley a copy of a paper, prepared by Outdoor Program Coordinator Bruce Mason, explaining the program's philosophy and programming methods as they related to risk and liability. Mason's paper indicated that the "trips [were] based on the "common adventurer" legal model wherein a group of individuals comes together to cooperatively pursue common goals. There is no implied or expressed leadership supplied by the university . . . Decisions are made in a cooperative manner with all group members having an equal voice. There are no fees paid to the University or to any individual."[148] The program stressed the need for participants to be responsible for their own actions and not to be dependent on a person to lead them in the traditional sense. Mason explained that "a person who helps plan an adventure, who participates equally with others while on the trip, who accepts the inherent risks must then personally accept responsibility for his/her success or failure

in the activity."[149] He gave case law for this operational philosophy as: Judge Cordoza in *Murphy v. Stepplechase Amusement Co. Inc.* 166 N.E. 173 (1929): "The voluntary participant of a perilous sport has consented to receive this injury, should it occur, and may not hold another responsible for the consequences."[150] McMillan told Moseley that the methods had worked for ten years and had been copied by other institutions. She asked that the information be shared with McLaughlin, and as a result, the matter was dropped at that time.[151]

Following the 1971 Mt. McKinley climb, which emphasized the bringing out of all litter, garbage, equipment, etc. used on the climb instead of leaving it on the mountain, the Outdoor Program continued to be involved in what was called the Denali Rehabilitation Project (DREP). Two expeditions were held in 1973 where participants carried out, burned or collected litter found on the West Buttress Route. On these expeditions they tested various mountaineering environmental practices. The Park Service used excerpts of their slide show and report to educate climbers on better practices. In 1975 one DREP expedition took two months to climb and examine problems on the northern Muldrow Route up Mt. McKinley, and two other groups climbed the West and South Buttress Routes. The 1973 and 1975 expeditions were partially financially supported by the American Alpine Club and various equipment manufacturers. The project had been endorsed since its inception in 1971 by the Outdoor Program, the Park Service and several other universities and colleges in the Northwest.[152]

In 1979-80, it became apparent that Grimm had become increasingly involved in activities surrounding a series of proposed Antarctica Expeditions, including planning for the expeditions and fund raising to financially support the expeditions. After exploring several alternatives regarding his involvement in these outside commitments vs. his responsibilities to the Outdoor Program, Grimm chose to resign his position as Outdoor Program coordinator, effective June 30, 1980, in order to spend full time planning and fund raising for the Antarctica Expeditions.[153]

McMillan wrote to Moseley requesting a change in title and rank for Bruce Mason, noting that with the resignation of Gary Grimm, effective June 30, 1980, it would be necessary to fill the Outdoor Program coordinator position. She pointed out that Mason, assistant coordinator of the program

for six years, had in essence been the co-coordinator with the same job description as Grimm. McMillan and Bean McFadden, the University's affirmative action officer, agreed that it would be appropriate to change Mason's title from assistant coordinator to coordinator, and that a regional search would be started for a new assistant coordinator. McMillan proposed that Mason's salary be increased from $11,730 for nine months to $13,530, making his salary consistent with the two other program coordinators in the EMU. They wished to complete the regional search for the assistant coordinator in order to have someone appointed by July 1, 1980.[154]

Craft Center

Established in fall term 1974 with the opening of the east addition of the EMU, the Craft Center had developed much more rapidly by winter term 1976 than most would have imagined. It offered well equipped shops in wood, photography, ceramics, jewelry, silkscreen and sewing. Additionally, the center had many tools available for such activities as leather work, woodcut, etc. Workshops were scheduled each term in a variety of mediums. During winter term 1976, for example, some of the workshops available for sign-up were: Romanian Peasant Embroidery, Introduction to Batik, Frame Loom Weaving, Beginning Calligraphy, Stained Glass, Beginning Copper Enameling, Fundamental Jewelry, Sawdust and Clay, Beginning Throwing on the Wheel, Handbuilding, Beginning Pottery, Glazing and Firing, Beginning Silkscreen, Photo Silkscreen, Introduction to Photography, and Woodworking[155] The workshops lasted for varying lengths of time, some running throughout the term, some over a weekend, and others for less than a term. They were taught by a variety of individuals—artists from off-campus. University faculty, other students with expertise in a particular field, and staff of the center. A Craft Center membership was required for admittance into a workshop, and each workshop had its own fee attached, which was used for equipment, art supplies and other materials. The workshop fees ranged from $7.00 to $18.00, depending on the materials and supplies needed.[156]

In addition to the program of workshops each term, the Craft Center had a daily use fee where by students paid to come in at any time to use the facilities.[157]

By 1977-78, the Craft Center had developed a more descriptive format for its various areas of expertise. It described itself as "an open area for all students, staff, faculty and their spouses to work and explore creative ideas and skills through the well equipped areas of ceramics, photography, jewelry, lapidary, woodworking, graphics and fabrics."[158] The ceramics area had four kick wheels, three electric wheels, a space for hand building, a six cubic foot electric kiln and a 12 cubic foot gas fired kiln. In textiles and leather, the center included weaving, leather crafts, and sewing with two Bernina sewing machines and the hand tools for leather work and for batik. The graphics area was set up for both silkscreening and photo silkscreening and also had tools for block printing, linoleum and woodcut. The jewelry area was set up for casting and silver smithing, and included a centrifugal casting unit, soldering booth, buffing motors, polishing equipment, etc. The lapidary unit had a trim saw, templates, a grinding and polishing wheel and a buffing unit, which made a complete workshop for rock hounds who wanted to make their own stones for setting in jewelry. In the photography unit, there were five individual darkrooms, each equipped with an enlarger, developing tray, tanks and a variety of lenses. The wood shop included a table saw, jointer, band saw, drill press, finishing belt, lathe and disc sander, plus power hand tools. The fees for a term membership in the Craft Center for students, faculty, staff and their spouses was $4.00, and a day use pass was sold for $.50.[159]

39. Craft Center: ceramics area, c. 1978.

In January 1977, it was announced that Tom Urban, Craft Center coordinator, would have a showing of his work in wood in the University Museum of Art Focus Gallery. The title of the exhibit was "Wings and Wheels, Vehicles/Sculpture," and it was on display from January 16 to February 20, 1977.[160]

Child Care and Development Center

By January 1975, CCDC had a staff of 10 teachers, aided by parent co-opers, volunteers from the community and student staff. The children served by the center ranged in age from six months to six years. The center used four modified University houses and surrounding play areas and had added a Drop-in Center in the east addition of the EMU. Children in CCDC were able to develop skills through problem solving exercises and stimulating learning situations. They were to "participate in both practical life experiences and concept development in such areas as language, math, dance, music, manipulative material, art, woodworking, science, reading and library."[161]Approximately 100 students were involved

with the center, working with the children and participating in in-service training programs through the departments of psychology, education, sociology and the School of Community Service and Public Affairs. Additionally, programs, such as ESCAPE, SEARCH, Work-study, etc., were also involved in assisting the center. Each family with children in the center contributed at least four hours per week to the operation of the center. Also, each age group had a parent meeting at least once per month to discuss the program, participate in workshops and exchange ideas for child-rearing problems and to give advise to the steering board members. Consistent with the original philosophy of CCDC, the program served primarily low-income student families.[162] The funding of CCDC in early 1975 included the incidental fee, which subsidized the CCDC program in the amount of $18,000, about 20-25% of the CCDC income. This money was a direct subsidy to parents for child care tuition. CCDC was also on the special school lunch program through the US Department of Agriculture, which reimbursed CCDC for about 75% of its food costs. Parent fees made up the remainder of the income received by the program.[163] In—kind resources made up about one third of the resources available to CCDC. A .50 FTE classroom trainer aid was provided with the graduate teaching fellowship with .20 paid for by the College of Education and .30 paid by the EMU, for a total of $5,000. Nineteen work study students were employed as aids in the center, a 20/80 match, for a value of $18,000. The University provided the rent for four houses in the amount of approximately $6,000. Parents worked an average of 800 hours per month, with Escape and field placement students and community volunteers adding another 800 hours per month, for a total value of $14,400.[164]

During fall term 1975, it became apparent that the CCDC had incurred a deficit of between $17,000 and $20,000 in their Grant Account in the University Business Office. The source of funds for the Grant Account were those from sources outside the University such as the 4 Cs monies. This deficit was in addition to one incurred in the prior year of $14,000 which the EMU covered out of its reserves. This issue arose at the same time as there appeared to be a discrepancy in the amount allocated by the IFC to the CCDC as part of the EMU's overall budget, for 1975-76.[165] Katherine Sacks, CCDC coordinator, claimed that the IFC had allocated

$69,192 to CCDC including a $10,000 reserve. McMillan, to whom Sacks' reported, indicated that the IFC had allocated $40,000 for parent equalization payments, carried in the CCDC income budget and an additional $23,644 for the salaries and benefits for the CCDC coordinator, GTF and custodian, carried in the EMU program and custodial budgets. The nearly $10,000 discrepancy was not documented in the the IFC and ASUO approved budgets and according to McMillan did not exist. Jane Aiken, IFC chair, claimed that they had allocated to CCDC their original request of $61,728 plus the amount in the EMU budget for the total of $69,192, but could not find the documentation for that amount.[166] Ultimately, the University administration confirmed that the amount budgeted for CCDC in the University approved budget, which it had received from the IFC in July 1975, was the amount indicated by McMillan. Vice President Hawk and Ralph Sunderland, University budget officer, went back over the records and concluded that McMillan's figure was correct. Hawk noted that apparently two IFC budgets had surfaced, but the one that was approved was the one submitted to the President's Office in July 1975.[167]

McMillan met with the EMU Board Budget Committee regarding the budget deficit and although she recommended that CCDC cover the deficit out their own budget, the Budget Committee voted three to two against her recommendation. Because their recommendation was only advisory to the director, McMillan informed Sacks that the EMU would not cover the deficit because it did not have the reserves to handle it and the deficit had not occurred in a budget of any department within the EMU but rather in a Grant Account in the Business Office for which Sacks was responsible.[168] This odd arrangement of responsibility was a hold over from the time when Sacks and CCDC were under the ASUO.

In weighing in on the issue, IFC Chair Aiken stated that the money allocated to CCDC was not intended to cover any deficit and it was the responsibility of the EMU to cover the deficit from the prior year. Aiken indicated that, since McMillan was the director in charge of the budget. she was ultimately responsible for the deficit. An additional point of contention was that both McMillan and Sacks had known about the potential deficit prior to the IFC hearings in the spring of 1975, before the budgets for 1975-76 were finalized, but did not inform the IFC of this

potential problem. However, the extent of the deficit was a surprise according to McMillan.[169]

On November 26, 1975, the front page of that day's *Oregon Daily Emerald*, carried an article that stated that the CCDC Steering Board would initiate legal action against McMillan by initiating a class action suit to obtain a declaratory judgement to prevent her from making CCDC cover its deficit out of its own budget. The article read that "recent consultations with attorneys have given them reason to believe a judge would decide in their favor if the case should come to court."[170] However, although they were ready to seek legal action, the Steering Committee indicated they would only do so if no other solution was found, but, if McMillan continued with her stated position on the issue, they would have no other choice.[171]

In the meantime, according to an article in the *Oregon Daily Emerald*, CCDC faced the problem of not having enough money to continue its present operation through the end of the school year if it covered the deficit out of its own budgeted funds. McMillan felt that there were a number of solutions short of closing the center, including a reduction in CCDC staff and increasing charges to parents. On the other hand, Sacks felt that it might not be possible to resolve the issue to everyone's satisfaction. Taking the funds to cover the CCDC deficit out of the EMU budget would mean cutting other programs and services, which McMillan felt was inappropriate.[172]

On December 1, 1975, McMillan gave Sacks a deadline of December 10th to submit a revised program and budget with a plan for absorbing the budget deficit of the prior year. She asked Sacks to make arrangements for Associate Director Smith to meet with the Parent Advisory Board so that he might seek their advice and assistance in finding a viable solution to the current budget problem.[173]

Sacks' response to McMillan regarding planning for program reductions and budget cuts to cover the deficit was that the Charter for CCDC that was ratified in 1974, when CCDC became a part of the EMU, left the final decision making to the CCDC Steering Board, and thus she was not empowered to make final decisions regarding program changes or budget revisions without their approval.[174] McMillan responded to Sacks that beginning in the 1974-75 school year, the coordinator of the Child

Care and Development Center had a direct-line relationship to the director of the Erb Memorial Union, not to the Steering Board. The Steering Board and their official committees were advisory to the coordinator of CCDC. These lines of responsibility had been spelled out in the April 24, 1974 minutes of the Steering Board when Reynolds spelled out to CCDC the conditions under which the EMU would accept the program as a line item program in the EMU budget. This line of responsibility was also spelled out in the job description for the coordinator position, signed by Reynolds on July 23, 1974, when it was submitted to the University Personnel Office requesting a reclassification of the coordinator position. The Personnel Office determined that the position was more appropriately an unclassified one and, as a result, Sacks had become a member of the faculty of the University of Oregon in the Department of the Erb Memorial Union and Educational Activities.[175]

On December 7, 1975, a hearing called by the Incidental Fee Committee, the EMU Board and the ASUO, discussed the possible ramifications of the EMU absorbing the CCDC budget cut. According to McMillan, closing the EMU on Sundays for the rest of the academic year seemed to be the only possibility that would not include cutting individual EMU programs. This solution did not seem to be acceptable to the students present at the hearing. A proposal for a three way split was proposed by ASUO President Jim Bernau and was taken under consideration at the hearing. Many at the hearing did not understand why an organization as large as the EMU could not come up with the money without closing on Sundays.[176]

As related in an *Emerald* article on December 15, 1975, Katherine Sacks, CCDC coordinator, resigned in the midst of the turmoil over the budget deficit. She indicated that the remainder of her salary could go a long ways toward making up the deficit. According to the *Emerald*, Sacks said, "My main function as director of the center was supposed to be to investigate long-range planning programs and alternative sources of funding to keep the center alive. But the time for that's been lost because I've been tied up in this hassle over the deficit. All that remains to be done is administrative maintenance. And CCDC can handle that very well without me."[177]

The results of the negotiations about a three way split to cover the deficit of CCDC were successful with the EMU agreeing to contribute $5,000, the IFC voted to give $6,500 and CCDC to come up with the balance of $5,725. According to the *Emerald*, one of the outcomes of this controversy was the issue of how much power the students had over the EMU. Both IFC Chair Jamie Burns and Student Body President Jim Bernau questioned the authority of the EMU director over the use of student fee allocations. On the other hand, Bernau also stated that he did not support the funding of CCDC out of incidental fee funds because such funding indirectly helped student parents pay tuition. Burns, though agreeing somewhat with Bernau, still felt that child care deserved student funds as long as it was economically feasible. Also at issue was whether the EMU would replace Sacks with a new coordinator. McMillan made it clear that the salary for that position was a part of the EMU program staff budget and was not something that CCDC had control over.[178]

In late December 1975, McMillan wrote a memorandum to Susan Mas, chairperson of the CCDC Parent Steering Board, in which she described to Mas a proposed action concerning the staffing of CCDC for the remainder of the 1975-76 school year. McMillan asked that Mas discuss the proposal with Steering Board and respond with their recommendation by the end of the first week of winter term. The proposed action would: leave unfilled the position of child care coordinator for the remainder of the school year; appoint Wanda Venturacci as acting coordinator of CCDC with the intent of evaluating her work in June 1976 with her salary paid from the salary savings realized with Katharine Sacks' resignation; provide Venturacci with needed assistance by raising the FTE of the educational coordinator's GTF from .3 FTE to .5 FTE; and use the balance of any salary saving in either the EMU account or the grant account to write off uncollectable accounts receivable. McMillan also indicated that she had assigned Hal Smith, associate EMU director, to meet regularly with the Steering Board to provide better communication between the Board and the EMU administration. She also hoped that the Steering Board would spend some time evaluating the organizational structure and staffing of CCDC with the intent to make recommendations to the acting director before the end of spring term 1976.[179] Mas discussed all of the proposed actions with the Steering Board and informed McMillan that the Board had approved all of the action items.[180]

In August 1976, Venturacci provided statistical information about the use of the child care centers—both the EMU Drop-in Center and the Child Care and Development Center. According to Venturacci, during 1975-76, 286 children were cared for: 117 infant/toddlers, 140 pre-school and 29 school age children. The number of family units amounted to 243: 190 U of O student families, 28 staff/faculty families, five LCC student/faculty families and 20 other (community members or conference attendees).[181]

40. Child Care and Development Center: teacher and children reading, c. 1975.

41. EMU Drop-in-Center: teacher and children in the pre-school area, c. 1975.

EMU Drop-in Child Care Center

In August 1975, Child Care Coordinator Katherine Sacks announced the appointment of Edd Casto as the Drop-in Center teacher/administrator in the EMU. Casto had five years of experience in social work including direct service, administrative and organizational responsibilities. Casto had previously worked for CCDC and was currently the 4Cs Child Care coordinator for Jefferson County.[182]

Casto began taking reservations for the Drop-in Center on Monday, October 20, 1975[183] and he announced in mid-November that over 20 families were using the center, one forth of whom were staff members. He indicated that he was getting good positive feedback about the facility now that it was open for business.[184] Located in Room 71 on the ground

floor of the new addition to the EMU, the facility was licensed by the state for 28 children, making it necessary for parents to call ahead so as not to exceed that number. The facility offered "a developmental program for children, from teachers with experience and training in early childhood education."[185] The rates for faculty and staff were $1.20 per hour and students paid $1.05 per hour. Two snacks were served during the day and the plan after the first year of operation was to add lunch. The program could accept children from age three months to sixth grade.[186]

In January 1976, Casto indicated that the demand for infant and toddler care far exceeded the supply and that the center would now be open Monday through Friday from 7:45 a.m. to 10:00 p.m. and by reservation on weekends.[187]

In March 1976, Casto announced a reduction in services in one area and an expansion in another, beginning spring term 1976. The center eliminated its "pre-school" program and expanded its infant and toddler program, and it also opened the program to the Eugene community. Under this new arrangement the program could care for 8 to 16 toddlers. The after—school program for elementary age children was moved to the Child Care and Development Center at 1511 Moss.[188]

The exterior play yard just outside the EMU Drop-in Center had been landscaped when the addition to the building was landscaped. However, it had not been outfitted with the proper play structures or equipment. In 1978, the center asked the Willamette Community Design Center to assist in the preparation of a design for the play yard, including the design for an outdoor storage facility. McMillan submitted the plans from the Design Center to the Design Review Subcommittee of the University Campus Planning Committee for their approval in April 1978. She assured the committee that the plans had been approved by the User Group of staff and parents for the Drop-in Center and by the EMU Board House Committee. She noted that if volunteer labor were used they would be properly supervised to a standard acceptable to the Planning Office and the Campus Planning Committee.[189] By this time Rachelle Katz had replaced Edd Casto as the director of the EMU Child Care Center and had made the arrangements with the Willamette Design Center to prepare the plans with the User Group. The group agreed that the play yard would be built in phases with the outside storage building for play

equipment being the first priority. The funding for the project, including donation of materials and coordination of volunteer labor were the responsibility of Katz and her staff.[190]

The design for the play yard, a triangle shaped yard surrounded by a three foot retaining wall, was planned to have the following: a climbing structure to develop motor skills; a trike path for the development of motor skills and to have a specific pathway for use of trikes; a sand box; a garden; a large open area for individual and group play; a covered play area for outdoor rainy day activities; a storage building designed for easy child accessability; and the location of any large elements so that staff had visual accessability. The User Group and the Design Center used the University's planning guidelines and the appropriate pattern language in determining and evaluating the design that was forwarded to the Campus Planning Committee.[191]

At its April 25, 1978 meeting, the Design Review Subcommittee of the Campus Planning Committee approved the schematic design for the storage building and play yard for the EMU Child Care Center with the understanding that the final plans for the first stage storage building would come back to them for a final review.[192] In November 1978, Katz announced at an EMU Staff Meeting that the outdoor play area was nearing completion. She noted that it was designed with a "child's eye view" and would have a covered swing and climbing space, concrete roadway, tricycle storage and a sand digging spot that would be available even on rainy days.[193]

Recreation Center

By the latter half of the 1970s, the EMU Recreation Center was functioning in much the same manner, and with the same programs, as originally sponsored in the early years of the student union. The center featured 16 bowling lanes with rental shoes and bowling balls available, league bowling on week nights and tournaments throughout the school year. The Billiards area included 16 tables, with snooker and three cushion tournaments scheduled throughout the year. The table tennis area included one table with paddles and balls available at the Rec Center desk. A regulation size shuffleboard table was located in the lobby area of the Center.

New in the 70s was the Arcade game room that included a variety of machine and video games, including foosball. The Recreation Center operated the Canoe Shack on the Millrace where canoes and kayaks were available for rental on the Millrace and canoes for off-Millrace use on local rivers. Canoeing classes were taught on the Millrace in spring, summer and fall terms. The Recreation Center also operated a resale center with a complete line of bowling equipment and billiard cues and cases. Additionally, the Recreation Center continued to participate in regional and national tournaments sponsored by the Association of College Unions-International, with campus tournament winners participating in regional tournaments with the possibility of advancing to the national tournaments.[194]

In May of 1975, Robert Schutz, EMU business manager, sent a Property Disposition Request to the University Business Office, requesting permission to dispose of the eight AMF bowling alleys, which he noted were in "execrable condition." Schutz said that the alleys had been inspected by several local bowling center operators and their assessment was that the equipment was "virtually worthless." The EMU wished to sell off the alleys in parts rather than as a package, getting whatever they could for the various parts. The EMU would solicit as many AMF users as possible to come in and select items they could use, charging them whatever they were willing to pay.[195]

The Property Disposition Request was approved. In the meantime, the EMU requested permission to purchase a package of eight bowling lanes and pinsetters from the Brunswick Corporation for a per lane cost of $9,925 or a total cost of $79,400. Brunswick had provided an equipment purchase proposal in which the equipment could be bought on an installment plan over eight seasons. In discussing this proposal, the University business manager, W. N. McLaughlin, noted that the EMU would be paying $50,816 in interest on a purchase of $79, 400 over the life of the plan and he felt it wasn't the best way to acquire the equipment. McLaughlin discussed the issue with Jack Hunderup, vice chancellor for planning, and Hunderup suggested that perhaps the EMU could request a loan from either the building fee reserves or University housing reserves. They concluded that it would be appropriate for the EMU to pay interest on such a loan at the rate received by the State Board of Higher Education

for borrowings from commercial enterprises. The current rate was 6.5%, which would amount to an interest savings of 6.99%, since the Brunswick plan required interest of 13.49% with no down payment.[196] McLaughlin told Hunderup that McMillan said that the EMU would budget $16,000 yearly to repay such a loan. Noting that the lanes to be replaced had been purchased 25 years before when the building opened, they were out of use due to the expense of even minimum upkeep. The budget increase in expense would be covered by increased income expected from the installation of the eight new lanes. McMillan had also indicated that the EMU did not have building or equipment reserves to use for the purchase of bowling lanes.[197]

After answering further questions from the State Board's office, McLaughlin recommended that the EMU be allowed to borrow the $79,400 from the Sinking Fund Reserves XI F 1 Housing, the Married Housing Account. He noted that the University felt there were sufficient funds in the Sinking Fund Reserve to make this loan.[198] Shortly thereafter, Hunderup notified McLaughlin that he had reviewed the issue with Chancellor Lieuallen and Vice Chancellor Holmer Freeman and that the plan would be approved as long as the purchase agreement was made through the Department of General Services, and that sufficient funds were available in the Sinking Fund, that the EMU agree to pay interest plus principal from income from the Recreation Center and that students and other interested individuals had been consulted.[199]

In January 1976, McLaughlin reported to Hunderup that the EMU had carried out the purchase of eight new bowling lanes for the Recreation Center as had been previously proposed. The purchase was made through the Department of General Services and there were sufficient funds in the Sinking Fund Reserve XI F 1 Married Housing account to cover the loan. He noted that though the original loan amount had been for $76,000, the EMU had sufficient funds to cover $6,000 of the total, therefore the loan was for $70,000. McLaughlin stated that "on July 1, 1976, the interest will be paid for the period of issuance until June 30, 1976, plus one fifth of the principal, $14,000. On July 1 of each following year a $14,000 principal payment will be made plus the interest for the previous year until the loan has been repaid. It is understood that the interest on the loan will be determined by the Sinking Fund Reserve earnings."[200] It

should be noted that this was the first time that the EMU had been allowed to borrow money for a project of any kind.

In spring term 1975, the Recreation Center was instrumental in the comeback of the "Canoe Fete." The Canoe Shack donated the use of all of the canoes used to carry the floats and all Greek houses and dormitories were invited to participate. The Fete took place on May 9th, during Parents Weekend, on the Millrace across Franklin Blvd. from Villard Hall. Rather than the "overwhelmingly Hollywoodish extravaganza it once was," it was the simpler festival as it had been c. 1910.[201]

The Recreation Center still continued to provide space and instruction for P.E. classes in bowling, billiards, begiiming canoeing and intermediate canoeing. The class fees paid to the EMU in 1976-77 were $13.50 per term for bowling, $10.00 per term for billiards, $6.00 for beginning canoeing and $9.00 for intermediate canoeing.[202]

Because of a concern for the level of programming in the Recreation Center, McMillan appointed a group of staff, in spring 1978, to act as a Rec Center Program Committee and assist Mal Fiese in the area of programming for the Recreation Center. She asked Fiese, Frank Geltner, Sandra Vaughn (nee. Scott) and Schutz to form such a committee, to organize themselves and to add students to their committee when and where necessary. She asked them to be an action oriented group, not just a planning group. McMillan indicated that the Administrative budget could pay for a .30 GTF, if the group thought that it would be helpful in support to the committee. She told the committee that the EMU had not given Fiese the kind of assistance and support that they should have and their help would go a long way toward a goal of a balanced and profitable program of activities.[203]

Outdoor Resource Center

It was announced in September 1977 that the Outdoor Resource Center in the EMU had changed its name to Oregon Wilderness Supplies. It was felt that the new name more closely reflected the nature of the store.[204] In January 1978, the manager of Oregon Wilderness Supplies reported that changing the name had helped to establish the place as a store in

peoples minds and more customers were becoming aware of its existence.[205]

EMU Tavern Proposal

During winter term 1975, the ASUO appointed a committee of students and faculty to discuss and survey the feasability of establishing a tavern in the EMU. This was a follow up to the July 1974 report of the Alcoholic Beverage Committee, appointed by President Clark, who had recommended that the University work toward the establishment of such a facility in the EMU. The Tavern Proposal Committee conferred with faculty, students and the Oregon Liquor Control Commission about the merits of the idea and arranged for an economic feasibility study to be done by students in the MBA program in the College of Business. After assessing the data, the committee decided to recommend the construction of such a facility. They felt that a tavern would be a financial success, would offer an original outlet for programming entertainment, would create a positive social atmosphere for students, faculty and staff, and would benefit the majority of the students since approximately 60% of the student body was over 21 years of age. The committee recommended that the best location for the facility would be in Room 101 across from the U.S. Post Office.[206]

Regarding the management of a tavern facility in the EMU, the proposal indicated that the EMU would accept bids from private corporations, upon approval of bid specifications by the director of business affairs of the University. This process would end with a contractual agreement between the EMU and the successful bidder. The committee hoped that bids could be opened around September 1, 1975. The members of the committee making this proposal were: Jim Fitzhenry, chair; McMillan, EMU director; Dave Lawrence, Phillis Duepree, Dan Garner, Nancy Parker and John Miguell.[207]

Fitzhenry sent the proposal of the committee to Vice President Bogen for his approval on May 20, 1975. He told Bogen that the committee had met weekly during the spring term and made their recommendation after considerable consultation with a variety of constituents.[208]

Bogen responded to the proposal by writing to McMillan, stating that he thought the ad hoc committee had done its work well, but that he would need to see a draft of the bid documents with the qualifications and specifications that would be agreed to before a successful bidder was awarded the bid. He suggested that Schutz consult with W. N. McLaughlin, University contract officer. When such a document was fleshed out, Bogen felt that he could then be in a position to review the proposal with President Boyd.[209] It should be noted that President Clark had given preliminary approval for the establishment of a tavern in the EMU before he retired. However, he had left it up to incoming President Boyd to make the final decision for the approval of a tavern in the union.

On July 31, 1975, McMillan sent Bogen a draft document which contained the contract, bid specifications and proposal form that would be used in bidding out a tavern in the EMU. The documents had been reviewed by McLaughlin, University director of business affairs, and by Ed Branchfield, assistant attorney general, and they both had approved the documents, noting that "all fiscal and legal matters contained in them [were] appropriate."[210] She also noted that the documents had been reviewed by the acting chairperson of the EMU Board, Dan Garner, by Dave Lawrence, a member of the ad hoc committee, and that they had reviewed the documents with ASUO President Jim Bernau and his administrative assistant, Jim Fitzhenry. McMillan told Bogen that she thought these documents and the original proposal completed the information that Bogen needed to review the proposal with President Boyd.[211]

The original draft specifications and conditions for a tavern in the EMU indicated that the EMU would lease 1,660 square feet of space in Room 101 for the purposes of operating a tavern. The contract required that the successful bidder remodel the space at their expense and pay a percentage of gross the EMU, with a minimum payment of $6,000 per year. The successful bidder was also required to carry bodily injury and property damage insurance and to provide a performance bond in the amount of $50,000. Additionally, if the successful bidder was not able to acquire a retail sales license from the Oregon Liquor Control Commission, the contract would be automatically cancelled.[212]

The initial proposal that was sent to Bogen was withdrawn by the

EMU Board Summer Chair Dan Garner and resubmitted to Bogen in August 1975 following changes made by the Summer Board. The Summer Board voted to change the proposed location for the tavern from Room 101 to Room 167. In addition, the proposal contained two alternatives to letting the space out for a bid by an outside lessee. The two alternatives were: a University held license and University control of the operation or a student-faculty corporation, licensed to be run by students and faculty. All of these changes were added to the earlier proposal and sent to Bogen for review by President Boyd.[213]

In September 1975, the *Oregonian* carried an article in which Boyd was quoted as listing many reasons why he opposed a UO tavern, but said that he didn't feel strongly about the issue and was "relaxed" about approving it on an experimental basis. The article quoted Boyd as saying that he "saw no substantial need for a student union tavern, and it would be discriminatory to some students because only those 21 and over could use it."[214] The article went on to quote Bogen as saying that the tavern proposal called for a private entity to bid on the contract to operate a tavern in the EMU and that the business that received the contract would hold the OLCC license. He also said that approval by the Oregon State Board of Higher Education would not be necessary.[215] The *Register-Guard* also ran an article with substantially the same information and in addition quoted Boyd as saying, "You've got to hustle beer to make money, and a college shouldn't hustle a product." Boyd told the *Guard* that if it were completely up to him he would vote no, but it was not a position he was dug in on.[216]

Following the appearance of these articles, Boyd began to receive letters in opposition to the tavern proposal from a variety of people. In a letter to Douglas Straton, professor of religion, Boyd indicated that he shared Straton's views against the establishment of a tavern in the EMU and he hoped that view would prevail. He said, "There are clearly limits on the reasonable use of authority, and I cannot veto a request because of personal opposition to it. I should, however, veto a proposal which I believe would be harmful to the University and make it less effective as a learning environment or less worthy of public support."[217] In late September 1975, Boyd wrote to Mr. and Mrs. Richard Kneeland, responding to their concerns about the report in the *Oregonian*, and

indicated that the student proposal would undergo "the most careful analysis and evaluation that we can before I arrive at my final judgement."[218] Boyd's letter went on to say that "institutional decisions must be made on the basis of the best analysis and assessment possible, and appropriate consideration of relevant viewpoints, not on the basis of an administrator's personal preference."[219]

In November 1975, Michael Budd, ASUO executive administrative assistant, received a letter from State Representative Sam Johnson, who opposed the establishment of a tavern in the EMU, in response to a questionnaire sent out by the ASUO. Johnson opposed the tavern on three grounds: first, because the state drinking age was 21, he felt it would be difficult to police underage students; second, he was greatly concerned about the competition with the private sector by a state subsidized operation like the EMU; and third, he was concerned about the issue of alcoholism in general and the providing of beer in an easily accessible and congenial atmosphere that might encourage drinking by persons who otherwise might not participate. He also felt that liquor was already easily available for those who were of age close to the campus.[220]

Following continued discussions with faculty, students and others, Boyd ultimately decided that it would not be in the best interest of the University to allow the establishment of a tavern in the EMU. His reasons were that the University ought not to be in the business of "hustling beer sales," that such a facility was discriminatory because of the 21 years of age drinking laws of the State of Oregon and that beer and wine establishments were readily available in close proximity to the campus.

For a final time in the 70s, the subject of an EMU tavern became a news item in November 1977. On November 28th, the *Oregon Daily Emerald* printed an article titled "EMU Tavern Issue Resurrected Again," which stated that the ASUO Executive was going to prepare a proposal to send to Boyd. Don Steele, EMU board chair, immediately notified Boyd that the article included several inaccurate statements, that the entire flavor of the article was premature and that it had appeared without the knowledge of the EMU Board. Steele told Boyd that the Board had appointed a sub-committee to look at revenue proposals for the union, including the feasibility of a tavern in the EMU. He assured Boyd that the

EMU Board, not the ASUO Executive, would make any final proposal regarding the issue, since they, not the ASUO, were charged with the responsibility of making policy decisions and long-range plans for the union. He also assured Boyd that the Board was proceeding cautiously on this issue and that the Board would make the final decision regarding "suitability, organization, leasing, siting, and so on."[221] Boyd responded to Steele to thank him for his letter about the EMU tavern issue and stated that he "appreciated being informed, and [he] felt reassured by both the content and the tone of [Steele's] letter."[222]

U of O Centennial Inauguration of the New President

On January 17, 1976, as a part of the University's centennial celebration, the inauguration of President William Boyd was scheduled in the EMU Ballroom. As a prelude to the inauguration, the Revolutionary Student Brigade circulated a flyer calling for students to picket the event, with a theme of "no tuition hikes, no cutbacks, stop attacks on special programs and daycare, scab lettuce off campus."[223]

As the inaugural celebration participants began to gather in the EMU Ballroom, the rally, sponsored by the Student Revolutionary Brigade gathered in the first floor lobby and wended its way up stairs to the 2nd floor lobby. McMillan and Hal Smith handed out warning notices to approximately 75 participants as they proceeded into the Ballroom. They did leave their signs outside, as requested, and the part of the group who had performed a gorilla theater performance in the 1st floor lobby, seated themselves in the front row of the Ballroom seating. The police had been alerted about the possible events and were available to make arrests if called upon. When the program began, the gorilla theater group began speaking from the front of the room. At a signal from Bogen the police intervened and eight individuals were arrested. Then all of the protesters left the Ballroom and began to circle around the 2nd floor lobby. When McMillan asked them to keep their voices down, they began to chant "keep quiet." When President Boyd began to speak in the Ballroom, the group in the lobby began to march toward the door to the Ballroom, chanting loudly. McMillan and others ordered them to stop or they would

be subject to arrest. They did not stop and others were arrested. Following the program, President Boyd agreed to meet with the protesters in Room 167 but they refused. He also agreed to meet with the group in the Ballroom but they refused that meeting also.[224]

Major Change in Reporting Lines

In January 1977, Vice President for Student Affairs Gerald Bogen announced his resignation, effective at the end of the academic year. Since he was the administrative officer to whom the EMU director reported, this action would bring about a significant change.[225]

As a result of Bogen's resignation and the simultaneous resignation of Donald Rhodes, dean of administrative student services, President William Boyd announced that student affairs would begin a "wind down" in order to "create more faculty positions." He indicated that he did not intend to appoint a new vice-president for student affairs, but instead would hire someone for external relations, when the budget would allow. Boyd felt that the role of student affairs in universities had changed in recent years. He felt it should be possible to down size the area, but that this would follow natural attrition and no one should be concerned about their job security. Boyd explained that student affairs area had been enlarged during a period when the University was experiencing affluence and was in the business of adding more students. This trend followed the "in loco parentis" period when universities acted as parents to students. He also noted the unrest of the 60s as an additional reason for the emphasis place on student services. Boyd remarked that "in loco parentis" was not the philosophy of the University any longer. enrollments were lower and the University was underfunded. He indicated that some functions of student affairs were already handled by the ASUO and he thought more would follow. Boyd requested that each unit in the student affairs area submit recommendations to him about a reorganization. including an indication of which remaining vice president they should report to.[226]

Following a retreat of the EMU professional staff where the question of whether the EMU should report to the vice president for administration and finance or the vice president for academic affairs was discussed.

McMillan wrote to Boyd and recommended that the Department of the Erb Memorial Union and Educational Activities report to the vice president for academic affairs and provost. The reasons for recommending this organizational structure stemmed from the original and continuing role of the college union on the University campus. McMillan said, "Generally stated, the Erb Memorial Union through its program and the program of the ASUO, is primarily concerned with providing students with out-of-classroom experiences that broaden their educational opportunities while at the University."[227] McMillan went on to quote from the statement of purpose in the newly negotiated Governance Document. The first six out seven items spoke to the role of the EMU relative to the education and growth of the student on campus and only the seventh spoke to the business function of the department. She also noted that the department had a daily formal relationship with the University Business Office and a close working relationship with the Budget Office and the vice president for administration and finance.[228]

McMillan ended her recommendation by stating, "I would only reiterate our concern that the central role of the Union needs the enhancement of close association with the academic side of the University. To emphasize the business and financial aspects would serve to alienate students, emphasize that which is only supportive of our educational, cultural and recreational program, and make it more difficult for our staff to perform their roles as advisors and consultants to, and informal teachers of the student with whom they work."[229] She also noted that the leadership of the Erb Memorial Union Board concurred with the central theme of the recommendation.[230]

It should be noted that this recommendation was made following consultation with Paul Olum, vice president for academic affairs, in order to make sure that it met with his approval.

Because of the uncertainty caused by this potential reorganization, it was necessary for McMillan to postpone, for one year, a planned sabbatical leave. She had planned a four month sabbatical to conduct an oral history project in conjunction with the Association of College Unions-International.[231]

In May 1977, Olum announced to the faculty that there was an opening for a new position of associate provost for student affairs. The

position would report to the vice president for academic Affairs and provost and would have the administrative and budgetary responsibility for registration, admissions, student services, financial aid, high-school relations, career planning and placement and the Erb Memorial Union. He indicated that he hoped to make an appointment by August 15, 1977.[232]

Subsequently, Gerard Moseley was hired to fill the position of associate provost for student affairs. Moseley had been an associate dean in the College of Sciences at the University of Texas-Austin and had once worked for Paul Olum when Olum was the dean of that college.

As a result of Bogen's resignation, McMillan was assigned additional responsibility regarding the service of alcohol on the campus. Bogen, who had been delegated the authority to grant permission to serve alcohol on behalf of the president, requested that since he would soon be departing it would be necessary to transfer that delegation to someone else. He recommended that McMillan be authorized to approve the consumption of alcoholic beverages on campus, since he and McMillan had worked closely together on this issue and she could take it on without any difficulty. Boyd approved the delegation to McMillan, and Bogen noted that the delegation would take effect on May 26, 1977.[233]

Contract Food Service Operations

Because the Food Service units of the EMU had been unprofitable for several years, the EMU Board authorized McMillan to explore the issue of contracting out the food service operation to a private contractor. Three firms sent in preliminary proposals for the EMU Board to study: ARA Food Services Company, Canteen Company of Oregon's Tiffany Food Service Division and Saga Food Service. After an in-depth study and lengthy discussion, the EMU Board of Directors recommended that the Erb Memorial Union continue to run its own Food Service for the 1976-77 school year.[234]

Shortly after this decision, Ken Larson, Food Service director, resigned to take a position with the State of Oregon. Prior to his leaving, he hired Peter Lohr to be the new EMU Food Service production supervisor.[235] Following an extensive search for a new Food Service director, McMillan offered the position to James Covington with a starting date of October

11, 1976 at a beginning salary of $1,313 per month, with a possible salary increase to $1,376 per month following a satisfactory six month trial service period.[236] It was announced that Covington would be responsible for all food service units in the EMU and for the food service in the Faculty Club. He came to the University from Tarleton State University in Stephensville, Texas where he had been the director of Food Services for three years. Prior to that his experience included extensive food service administration and management with the U.S. Navy.[237]

Financial Issues and Cash Deficit

In determining whether or not the Erb Memorial Union had a cash deficit at year end, it had always been the policy of the University to look at all four of the accounts under the EMU's control in determining its cash position. In September 1975, D. L. Thomas, assistant University business manager, wrote to John Watson, OSSHE comptroller, to confirm an earlier conversation between them that explored the possibility that all EMU General Ledger Account balances could be considered as one total. He noted that in their telephone conversation there did not appear to be any problem with establishing this policy. He listed the four accounts as: the Erb Memorial Union Receipts account, the Erb Memorial Union Incidental Fees account, the Erb Memorial Union Trust Funds and the Erb Memorial Union Agency Collections and Ticket Sales account. Thomas stated that "since the four accounts involve the total Erb Memorial operation and cash flow varies in each account throughout the year, it appears reasonable to consider the cash balance of all four accounts in total. An overdraft should not be considered relevant unless the total cash is also in a negative picture."[238]

Watson responded to Thomas' letter indicating that it was appropriate to consider the two Auxiliary Enterprise Accounts (Receipts and Incidental Fees) together when determining overdraft status. However, it was not appropriate to consider the two trust fund account balances in the same way. He noted that he knew of no Board policy that would authorize overdrafts in agency or trust fund accounts, or any policy that would allow agency or trust funds to finance overdrafts in other institutional accounts, including Auxiliary accounts.[239] This determination was of

immediate cause for concern by the EMU administration because of past practices.

As a result of under-realized income in Food Service, the Main Desk and the Recreation Center, the EMU found itself in a position of possibly having to carry over a deficit into the next fiscal year at the end of the 1976-77 fiscal year. Ray Hawk, vice president for administration and finance, was concerned about the issue and brought it to Boyd's attention. He told Boyd that he had spoken with Bogen, and that the EMU had taken proper steps to correct the problem as a result of the suggestions made during the operations review taken the prior year by an outside consultant. However, he told Boyd that he would have McLaughlin, University business manager, have his internal audit team keep an eye on the EMU's books.[240]

In September 1976, responding to a request for an update on the EMU's cash position at the end of the 1975-76 fiscal year, McMillan told Bogen that the reason that a question about the cash deficit did not arise at the end of the 1975 fiscal year was that at that time Trust Fund cash was a part of departmental cash and now the EMU was obligated to segregate this cash in a separate account. As a result of this new accounting measure, departmental cash decreased by $143,823, which yielded a June 30, 1976 cash deficit of $147,704. She also explained that the two major causes of the decrease [in cash] were the net expenditure by ASUO of its prior years' surplus over its current year's net under-expenditure and the net loss (cash basis) from EMU operations. The latter amount was traceable to startup costs of the EMU Drop-in-Center, under—realized income in the revenue producing areas of the building and unexpectedly high building repair and maintenance costs.[241]

In January 1977, the EMU Board approved a proposal for a method for reducing over a period of time the EMU cash deficit, in other words a debt reduction proposal. The proposal had been prepared by Bob Schutz, EMU business manager and included a two part program for debt reduction. The two parts included: "In each revenue-producting area, 2% of the gross income will be budgeted as 'Debt Reduction;' and all net income earned by any new revenue-producing area will be devoted to debt reduction."[242] McMillan reported to Bogen that the EMU would include the debt reduction program in its 1977-78 budget proposal to the

Incidental Fee Committee. McMillan noted that the EMU Board was considering the possibility of leasing space to a travel agency and space for a self service banking station, both of which would create net new revenue. In addition, any net revenue over and above budgeted net revenue in any given year would be devoted to reducing the deficit.[243]

Bogen and Sunderland requested that Schutz prepare a detailed debt reduction plan for the EMU, which he did and which McMillan forwarded to Bogen. The plan indicated that there would be a projected cash deficit on June 30, 1977 of $200,724, assuming that the ASUO spent all of its current fees as well as those of prior years, that the EMU department budgets were balanced and that the EMU received its usual prepaid fees of $20,000. The debt reduction plan was built over a six year period and included reducing the debt by $26,580 the first year, by $29,238 the second year, by $32,162 the third year, by $35,378 the fourth year, by $38,916 the fifth year and by $42,807 the sixth and final year. This schedule assumed a 10% increase in gross income per year, a balanced budget throughout the department and no dollar value increase in receivables and inventories.[244]

In December 1977, following an agreement reached between Molly Devlin, representing the ASUO, and Sunderland, on behalf of the University president, Boyd wrote to ASUO President Gary Feldman and confirmed the disposition on interest earned on student General Deposits and agency accounts as per the ASUO recommendations. Included in the recommendation was an allocation of $89,029 to the Erb Memorial Union to partially offset operating losses of the prior two years, which would substantially alleviate the Union's cash flow problems.[245]

In September 1978, McMillan sent President Boyd the transmittal letter and the financial statement of the Department of the Erb Memorial Union and Educational Activities for the period of July 1, 1977 through June 30, 1978 indicating that "bolstered by transfers of interest on deposits and by a net profit in the Food Service, the statement shows a net gain of $72, 007 and a resulting decrease in the cash deficit of $72,803." The letter went on to caution, however, that this accomplishment was tempered by the fact that the department did not do as well in some other areas, in particular the Print Shop and Recreation Center. McMillan noted that as a result, the EMU had upgraded the technology used in the

Print Shop and greatly expanded the programming in the Recreation Center "with a view toward turning deficits into profits as we have done in the Food Service."[246]

By January 1980, Schutz was able to provide an update to Sunderland on the progress of eliminating the EMU's cash deficit, which showed that the EMU was nearly two years ahead of schedule in reducing the deficit. The original six-year plan, approved by Bogen in 1977, called for the deficit to have been reduced to a balance of $151, 728 in 1978-79. In fact, the actual deficit had been reduced by $128,843 by June 30, 1979 to a balance of $78,703. Schutz projection for June 30, 1980 was a balance of $40,000. Due to a major repair job in the EMU kitchen and the purchase of canoes for the new Canoe House, the complete elimination of the deficit would occur by June 30, 1982, one year ahead of schedule.[247]

Even more positive news on the cash deficit situation was provided to President Paul Olum, in October 1980, when McMillan transmitted the financial statement for the Department of the Erb Memorial Union and Educational Activities for the 1979-80 fiscal year. McMillan informed Olum that the department had made steady progress toward eliminating its cash deficit, enjoying a combined net profit in the revenue producing areas on $27,926. She told Olum that the EMU expected to have their cash account show a positive balance by June 30, 1981.[248]

It is important to note that the turnaround in the profitability of the EMU Food Service was due primarily to the managerial skills and creativity of the new Food Service director, Jim Covington.

Building Repair Reserve and Equipment Reserve

For many years the student unions in the State System of Higher Education in Oregon had been concerned about the fact that there was no State System policy about the establishment of reserves for building repair and equipment replacement. In January 1975, Sunderland informed McMillan and Avard Long, director of the Health Center, that Freeman Homer of the State Board's Office had raised the issue of such reserves and suggested that an annual amount from operating budgets in the amount of 0.5% be set aside in a reserve account for the purpose of

funding a building repair reserve. It was expected that the reserve account would accumulate so that major projects could be funded.[249]

In January 1976, in order to circumvent a State Board of Higher Education mandate to establish a Building Repair Reserve account and to assure student control over the expenditures of such an account, the EMU Board recommended to the Incidental Fee Committee that such a reserve be established by assessing each student $.50 per term from their incidental fees to fund such an account with a ceiling of $100,000. When that ceiling was reached, students would only be charged the amount necessary to maintain that level. They recommended that when it was necessary to spend funds from the reserve, the EMU Board would draw up proposals for the expenditure of the funds and recommend the expenditures to the EMU Director. The funds would be used for repair, remodeling and renovation of the EMU and for capital improvements. One of the concerns of the EMU Board was that the State System intended to commingle all of the funds from state system schools.[250]

On January 21, 1976, the Incidental Fee Committee issued a memorandum in which they indicated that they had passed, and the ASUO Executive had approved, the funding of an Erb Memorial Union Building Repair and Replacement Reserve Fund of $25,000. The conditions of the use of the fund included that the funds would not come from the regular allocation of fees process, but should be funded each year from the unallocated ASUO reserves. It was stipulated that control of expenditures from the fund would be handled by having the EMU director, the EMU House Committee and the EMU Board submit a budget each term to the ASUO Executive, who would have veto power over the request. Also mandated was that the EMU Board would establish criteria for the expenditures within these parameters: repair of the building, repair and replacement of fixtures in the building, remodeling the building and equipment renovation.[251]

Despite the actions taken by the EMU Board and the Incidental Fee Committee, the State Board of Higher Education, in July 1976, approved a staff recommendation to establish Building Repair and Equipment Replacement Reserve accounts for all Auxiliary Enterprises (student unions, health centers, etc.) in the System. They said that, "Auxiliary Enterprises, including both activities financed by incidental fees and

those financed by user charges, will be expected to establish and maintain from regular income sources funded reserves for extraordinary or major building repairs and equipment replacement."[252] The minutes of the Board meeting noted that enterprises such as student unions, health services and recreation facilities that were supported by a combination of incidental fees and user charges had not had a systematic and annual way to earmark funds for such expenditures. They set the rate at ½ of 1% of the replacement value of the buildings and were urged to develop such reserve funds on or before July 1, 1977. Additionally, all categories of auxiliary enterprises were expected to have established funded reserve programs by July 1, 1977 for the replacement of equipment items with an inventory value of $100 or more and to develop a financial and budget plan to build up such reserves to the required level as soon as possible. The required level was that cash reserves should equal the dollar value of not less than the estimated cumulative depreciation on the equipment. The Board minutes stated that "institutions . . . are urged to take aggressive steps to establish a funded reserve program for both building repairs and equipment replacement . . . where the financing comes from a combination of user fees and student incidental fees."[253] Jan Oliver, ASUO president, testified at the State Board's public hearing on this issue, and indicated that the ASUO was opposed to commingling of any such funds. She was assured by State System staff that there was no intent to commingle funds and that each institution would be able to incorporate the funds into their incidental fee processes. Oliver also provided the members of the State Board with a memorandum outlining the criteria that had been set up at the University of Oregon when it set up the EMU Building Repair Account.[254]

Following the establishment of the Building Repair Reserve accounts by the State Board, the EMU Board agreed that the account was only available for renovation and repair of non-revenue producing areas of the building and subsequently amended their Bylaws to that effect.[255]

New Budget Criteria Proposed by the ASUO

ASUO President Ramon Herrera sent President Boyd a memo regarding new budget criteria that the ASUO expected the EMU to adhere to when

they made their 1978-79 budget recommendations to the Incidental Fee Committee. Included in the principles that the ASUO proposed, the EMU was to be treated as any other ASUO funded program: all unexpended incidental fees allocated to the EMU were to be returned to the Incidental Fee Committee for re-allocation; any line item transfer of more than 10% would require approval by the IFC; the ASUO would approve a request for $13,600 for the EMU director's salary, thus sharing the cost equally with the University administration, noting that "this adequately reflects the director's role as a ASUO program director and director of the department of EMU and Educational Activities;" that the EMU must comply with IFC and ASUO executive budget guidelines and the ASUO affirmative action hiring plan; and finally that no monies budgeed for building and repair reserves could be used to purchase equipment such as bowling alley equipment in the EMU.[256]

President Boyd responded to Herrera regarding the ASUO's desire to consider the EMU as any other funded ASUO program and stated:

> The EMU is not one of the ASUO programs and it is not correct that it be identified in that manner simply because a portion of its income stems from the incidental fee. The ASUO has never had administrative responsibility for the EMU. The governance guidelines, revised and approved during the fall of 1976, reaffirmed the EMU's longstanding administrative character. I consider them to be as valid now as when approved in 1976. Those guidelines were developed with participation by students at that time. They set forth procedures to maintain maximum student contributions regarding the operation of the EMU in the future. They have worked effectively. I am loath to change without cause. The axiom "if it ain't broke, don't fix it" remains valid, even if its author is in disrepute.[257]

Boyd went on to note that he and Moseley had spoken personally with members of the IFC and the EMU Board regarding the effects of the proposed policies and indicated that the proposed changes would, in effect, place the IFC in a position to be a 2nd EMU Board and give it direct

control over funds it had previously allocated to the EMU and its Board—in his opinion not a wise management principle.[258]

In addition, Boyd also reaffirmed his disapproval of the EMU Board's action regarding the use of unexpended funds because it would materially affect the EMU management's capability of transferring funds within the EMU budget and would reduce the carry-forward amounts within the budget. This would unwisely restrict the flexibility of the Union management to meet unexpected problems or contingencies during the course of the fiscal year and would reduce the incentive or opportunity of management to effect savings. [This item referred to an EMU Board policy decision of the prior spring which stated that unexpended incidental fees could not be used to cover losses in revenue producing areas. McMillan appealed that policy to the president and he upheld her appeal.][259]

Boyd also reminded Herrara that the ASUO had suggested in the prior year that the salary of the EMU director should be paid from the General Fund rather than incidental fees and Boyd had determined that the proposal was inappropriate to the University's organizational structure. He also informed Herrara that the EMU was an administrative unit of the University and thus was subject to the affirmative action policies of the University at large and not the ASUO plan.[260]

Browsing Room/International Lounge

The issue of creating an International Center on the University campus was raised again in January 1974 by Mrs. Wallace Johansen, active in the Foreign Student Friendship Foundation, who wrote to the president with a list of signatures from friends of the University who were interested seeing such a center established. Responding on behalf of the president, Ray Hawk, vice-president for administration and finance, told her that there was no space available on the campus for such a center, with the possible exception of the Browsing Room in the Erb Memorial Union. He indicated there was some possibility that the Browsing Room might be terminated in that location. If that were the case, Hawk stated that the students and

staff in the union would make a determination of use for the vacated space. Hawk copied Reynolds with his response.[261]

By early April 1974, the Library made the decision to transfer the books in the Browsing Room from the EMU back to the Library. Donald T. Smith, assistant university librarian, told Reynolds that the Library would transfer from their inventory to the EMU inventory all of the upholstered chairs, davenports, love seats and foot stools. They also transferred the original hand woven draperies. The Library also left in the room 12 leather upholstered arm chairs with solid walnut frames and tables to accommodate the 12 chairs, but kept them on their inventory for potential future use by the Library.[262]

Reynolds received a letter from Elizabeth Benson, director of the International Education Center, whose offices were located next door to the Browsing Room, proposing that the Browsing Room be used as an International Lounge. She indicated that the International Education Center, the Foreign Student Organization and the Cosmopolitan Club would all work together to provide newspapers, books, periodical and other materials that could be shelved in the Browsing Room/Lounge. She noted that these organizations would receive assistance from the Foreign Student Friendship Foundation and other community organizations who were anxious to help with events and activities that would benefit international students on campus. Benson said that she believed that Reynolds agreed with her that such a Lounge or Center was long overdue on the campus and the Browsing Room space being directly adjacent to the International Education Center was most appropriate for use as an International Lounge. She said, "It would seem that those individuals who have put so much time and energy in the past to this project should one day be rewarded for their efforts and in my opinion the time could be no better than the present."[263]

Reynolds asked McMillan to chair a User Committee on the Future Use of the Browsing Room to determine what the best possible use for the space would be. Serving with McMillan on the committee were: Caroline Johansen from the Foreign Student Friendship Foundation; Liz Benson, director of the International Education Center; Alex Wong from the Foreign Student Organization; Sheila Higgins from the Cultural Forum;

Bryon Wilkinson; and Lisa Yetter, chair of the Student Administrative Board. Following several meetings, the committee recommended to Reynolds that the room be designated as an international lounge for the purpose of "promoting cultural exchange between foreign and American students."[264] In order to meet the needs of several groups and organizations, the committee also recommended the following stipulations: that the room remain completely a lounge-reading room, designated as an international lounge; that it have an information or reception desk staffed by either the International Education Center or community volunteers; that the library and information center located in the International Education Center be moved to the lounge; that a door be cut through the west wall of the International Education Center into the Foreign Student Organization office to provide a combination office and meeting space; and that in the space saved by moving the International Education Center library into the lounge, desk and file space be provided to independent foreign student groups when they needed such space. The committee also reported to Reynolds that some of the interested community groups were willing to coordinate a fund drive to raise funds to redecorate the lounge.[265]

In late May 1974, the Student Administrative Board approved a motion made by Lisa Yetter "that the Browsing Room become an International Lounge supervised by a board set up by the Foreign Student Organization." The SAB also insisted that any money donated to the project be with "no strings attached."[266] Reynolds accepted the recommendation of the SAB, and the Browsing Room was re-named the International Lounge.[267]

When sufficient funds were not forthcoming from a community appeal, the Summer EMU Board approved plans for the International Lounge, including re-upholstering the furniture, new carpeting, Venetian blinds and new lamps.[268]

Renovations and Remodels

Several remodels took place in 1975. During the summer of 1975 the Board approved and completed improvement in the Mezzanine administrative offices, including the remodel of the Director's office by

combining three offices into one L-shaped office and including the carpeting of all of the Mezzanine offices.[269] The summer Board also approved the rearrangement of the Soda Bar in the Fishbowl, including the addition of a Deli operation with a large deli case and graphics by Paul Ollswang. The Deli officially opened for business on September 25, 1975. Additionally, a pizza franchise was approved with the DOB Company and it opened in the Fishbowl on September 22, 1975.[270] In December 1975, the EMU Board House Committee approved the purchase of Centennial Banners, which would be hung in the Dining Room to replace the hanging posters that needed replacing. This would assist in celebrating the Universities 100th anniversary.[271]

In February 1976, the EMU Board House Committee approved two proposals for renovation in the Recreation Center to come from the Building Repair Reserve: a proposal to re-carpet and add new light fixtures to the Billiard Room and a request to remodel the present ping-pong/locker room with new carpet and new lighting to create a machine game Arcade. The estimated costs for the projects were $4,579 for the machine game Arcade and $6,156 for the Billiard Room.[272]

The EMU Board House Committee approved a schedule for projects to be charged to the Building Repair Reserve in May 1978, including carpeting the ground floor offices, the *Oregon Daily Emerald* Offices, ESCAPE's office, the other 3rd floor offices and providing handicapped access to the *Oregon Daily Emerald* Offices.[273]

In February 1979, McMillan received a memorandum from David Rowe, University planner, that of the projects on the State Board of Higher Education's capital construction program for the 1979-81 biennium, Governor Victor Atiyeh had included the EMU facilities rehabilitation project (Fishbowl Remodel Project) in his capital construction budget recommendations to the Legislature. The project had been recommended in the amount of $205,000 to be financed from auxiliary enterprise sources.[274]

Lease Operations

In order to increase revenue opportunities to supplement the EMU budget, the EMU Board approved several lease options during the latter

half of the 1970s. In October 1975, the EMU place ads in the *Register-Guard* and the *Oregonian* to invite bids to lease space and operate an ice cream parlor in the EMU.[275] Two proposals were received, one from Baskin-Robbins and one from the Golden Temple Bakery. The bid from Baskin-Robbins met all of the bid criteria. They bid to pay the EMU 5.01% of gross sales per month with a minimun monthly rental of $250. The space to be leased was Rooms B46 and B48, located immediately across from the EMU Print Shop and opening onto the Breezeway in the front courtyard.[276] On November 14, 1975, the EMU notified Baskin-Robbins that the EMU was prepared to accept their bid to operate an ice cream parlor and in January 1976 a contract to provide that service was signed by all parties. All remodeling and renovation was to be done at the expense of the Lessee, after approval of the design and decor by the EMU. The Lessee agreed to pay for all custodial expenses and the EMU agreed to provide heat, lights, power, water and garbage collection. The Lessee also agreed to hire University students whenever it was possible. The lease was for 360 square feet of space for a five year lease period.[277] The Baskin-Robbins Ice Cream Parlor opened its doors in April 1976.[278]

In June 1977, advertisements were placed in the *Register-Guard*, the *Oregonian* and the Portland *Journal of Commerce* calling for bids to operate a uni-sex hair salon in the EMU.[279] In addition, letters were sent to all hair salons in the Eugene-Springfield area notifying them of the bidding opportunity.[280] The minimum rental was to be $100 per month and that in addition to rent the lessee would pay all costs of real and personal property taxes on the leased premises, plus provide all fixtures, furniture and equipment and pay taxes on such.[281] The salon was to be located in Room 11D of the EMU in approximately 180 square feet of space and the contract was to be for five years.[282] On July 21, 1977, a contract to operate a hair salon in the EMU was signed between Hair Today, a partnership of Connie Bingham and Victor Waldstein, and the University of Oregon. Their proposal bid 5.25% of total gross income per month or $100, whichever was greater.[283]

The EMU Board Revenue Areas Committee recommended to the full Board in January 1979 that they approve a proposal by the EMU Main Desk to permit them to lease table space to commercial vendors within

or adjacent to their area of control. The vendors would be limited to one at a time, and the Main Desk would charge a straight percentage of sales as the lease amount (10%). No product line could lease space more than once every two weeks and the Main Desk would not have any of its staff involved in sales, inventory control or cash handling.[284] The Board approved this recommendation.

In May 1980, following a presentation by Aimee Yogi, the manager of the Oregon Wilderness Supplies Store, the EMU Board unanimously approved a motion to reconsider their budget for the 1980-1981 fiscal year. The concern was that the store was not making a profit and was not able to compete with the private sector. Following further discussion, the Board approved a motion to close the store as of May 31, 1980 and make the space available to the EMU for other uses.[285] In June 1980, bids were advertised to lease space in the EMU to operate an Outdoor Store. The EMU was willing to lease 1191 square feet of space in Rooms 21 and 22 for operating an outdoor sales and rental store that would offer merchandise for sale and equipment for rental that encompassed outdoor, wilderness and recreational activities, based primarily on the demands of the University of Oregon student customers. Additionally, the equipment to be rented would need to satisfy the needs of the EMU Outdoor Program and the Physical Education Department classes. The minimum monthly rental was $475 or a percentage of gross sales, whichever was greater.[286] It was announced to the EMU Board the successful bidder, Anderson's Sporting Goods, would be ready to open in the leased space by September 15, 1980.[287]

Student Collective Bargaining Issues

Several issues surfaced during 1976 involving the student food service workers bargaining unit represented by AFSCME. Their contract stated that only students registered for eight or more credit hours were included in the unit. The students asked that the unit description be changed to students register for six or more hours to match University practice for other student employees.[288] When the University learned of this contradiction, they changed University policy to match the language in

the bargaining contract for all student employees. In a memorandum to all deans, directors and department heads, Jack W. Steward, director of the Personnel Department stated that "the University [would] offer first employment opportunities to student enrolled for eight or more credit hours. Only when candidates enrolled for eight or more hours are not available, will persons enrolled for less than eight hours be considered."[289]

In May 1977, the issue went before the Employee Relations Board requesting that they change the contract to a requirement of six rather than eight credit hours for employment in the EMU and Housing Departments. The University objected and also asked to have the bargaining unit split into two units, one for the EMU and one for University Housing. The Employee Relations Board agent found that neither request was legal under collective bargaining law and could not be decided as an issue of unit clarification. Therefore, the language would remain that had been originally bargained and approved by the Employee Relations Board.[290]

The Student Food Service Workers Union filed an unfair labor practice suit with the Employee Relations Board in spring 1977 regarding the assignment of positions by seniority in the EMU and Housing Department. They claimed that the Housing Department refused to grant work schedule preferences under the collective bargaining agreement based on seniority with respect to day, time and position of their shift. At the hearing it was determined that requests for preferential treatment by seniority as regarded day and time of shift and total number of hours worked were scheduled under the terms of the collective bargaining agreement. That left a need to determine if requests for position assignment fell within the agreement. During the testimony it was determined that the EMU and Housing treated the issue differently, with Housing not taking seniority into consideration when making position assignments and the EMU making every effort to take seniority into consideration. The Employee Relations Board found that the University was in error and was required to take seniority into consideration when making position assignments and that Housing had failed to do so. Their Order read: "The University of Oregon, State Board of Higher Education, is hereby ordered to cease and desist from failing to consider seniority as well as qualifications in making position assignments to all members of the bargaining unit."[291]

In September 1978, McMillan wrote to all EMU student food service employees regarding their pay schedules, which would begin on September 16, 1978. She described how the collective bargaining contract had expired the previous spring and that after several months of negotiation between the Union local and the University, a satisfactory agreement had not been reached, even though an impartial mediator had worked with both sides to try to reach an agreement. McMillan explained that, after a one day illegal strike in late April, the University had made its final offer on all remaining issues and after one week's consideration was refused by the Union. The mediator had then not been able to revive interest over the summer on behalf of the Union local or the parent Oregon council to deal with the issue. As a result, the University had been paying at the old pay rate since May 1977—five months. McMillan, therefore, went on to inform the student food service workers that the University had decided to unilaterally increase the student food service pay rates to the amount offered in its final May 9, 1978 offer. Employees who had worked less than 500 hours, $2.65 per hour; employees who had worked 500 but less than 1000 hours, $2.79 per hour; and those who had worked more than 1000 hours, $2.92 per hour.[292]

Filming "Animal House"

The EMU Board granted permission to the film production company filming "Animal House," to use the EMU Food Service areas for part of the filming but only under certain stipulations regarding the "food fight" scene, which was an optional feature of the scene to be filmed in the EMU on November 8, 1977. The stipulations were:

1. The scene may be filmed with food being thrown up in the air toward but not reaching the ceiling.
2. All food must be ordered from the Erb Memorial Union Food Service. This order must be place with a minimum of 24 hours advance notice . . .

3. The scene of tossing the food up may be filmed only once. There may be not repeats.
4. If the objects thrown in the air are other than food. paper plates and plastic utensils must be used. No china or metal silverware may be used in the scene if the food containers and silverware are also to be tossed up. This limitation conforms with standard building safety practices.[293]

The "Animal House" food scenes and the "food fight" were filmed in the EMU Cafeteria and Fishbowl and the rest is history!

42. *Animal House:* John Bellushi in the Fishbowl, c. 1977.

University Smoking Policy and the EMU

In the spring 1974, the University was in the process of developing smoking/no-smoking policy that would cover the entire campus. During

the development of that policy, Reynolds wrote to David Frohnmayer, legal advisor to the president of the University, and requested that there be an exception to University policies governing smoking that would allow the Student Administrative Board to regulate smoking in the EMU. He pointed out to Frohnmayer that four and one half years prior to that time the SAB had set policy to prohibit smoking in the EMU dining room and that policy had been a success. It was an action ahead of its time and had been well received by the University community. Reynolds felt that the maturity shown by students in making that decision could be expected to prevail for other areas of the building as well.[294] The University complied with Reynolds request and the final policy restricting smoking in University facilities stated:

> Smoking is prohibited in all public places in the Erb Memorial Union except in designated smoking areas. The Director of the Erb Memorial Union or the Director's designee is hereby delegated authority to specify such areas.[295]

Reynolds delegated this responsibility to the Student Administrative Board and later to the EMU Board, when it replaced the SAB. In November 1974, the newly constituted EMU Board, as one of its first acts, passed a Smoking Policy for the EMU, effective December 1, 1974. The policy stated that there would no smoking allowed in the EMU except in the Piano Practice Room, 2nd floor lobby—Barber Chair Area, the Fishbowl, the covered courtyard, the AMF Bowling Alley, the Billiard Room, Pinball Machine lobby and private offices. In the case of private offices, if they were occupied by more than two people—all must agree. Signs were place in all areas designating them for smoking or not. If students persisted in smoking in no-smoking areas, they could be taken before the Student Conduct Committee.[296]

Technical Services in the EMU

Until 1977, the University Library's Instructional Media Services had provided nearly all audio visual services for both classroom and non-instructional extra-curricular use, including for events in the EMU. Their

operators had until then operated all of the equipment owned by the EMU and/or provided equipment owned by Media Services. When the Library decided to drop services to non-instructional departments, the University hired Marquis Marsh as a consultant to study and prepare a report regarding the non-instructional audio system needs including equipment of the various non-instructional departments, e.g. EMU, Athletic Department, ASUO, etc.[297]

Marsh concurred with the Library's decision to drop services to non-instructional departments, particularly in light of the age of their equipment, their lack of funds for equipment improvement and replacement and their inability to keep their equipment in good repair. He recommended that the EMU continue to provide audio equipment for use in the EMU and that the Ballroom, Room 167 and the Forum Room be hard wired for audio/visual purposes and that additional equipment be purchased for these spaces, in addition to the portable equipment already on hand.[298]

Marsh's recommendations served as the basis for the eventual development of the Technical Services area in the EMU Scheduling Office.

Century Rooms and Krause Portfolio/ University Centennial Celebration

The Century Rooms in the Skylight area of the new addition to the EMU were so named in honor of the University of Oregon's celebrating its Centennial. In summer 1975, the Summer EMU Board approved the purchase and hanging of the lithographs from the LaVerne Krause centennial portfolio, which she had produced in honor of the University's Centennial Celebration. Krause, professor of art in the University's School of Architecture and Allied Arts, was a renowned graphic artist, known throughout the United States and particularly the Northwest.[299]

University Seal and Statement—First Floor Lobby

In November 1978, President Boyd raised the issue of the use of the word "man" in the University mission statement that was painted on the

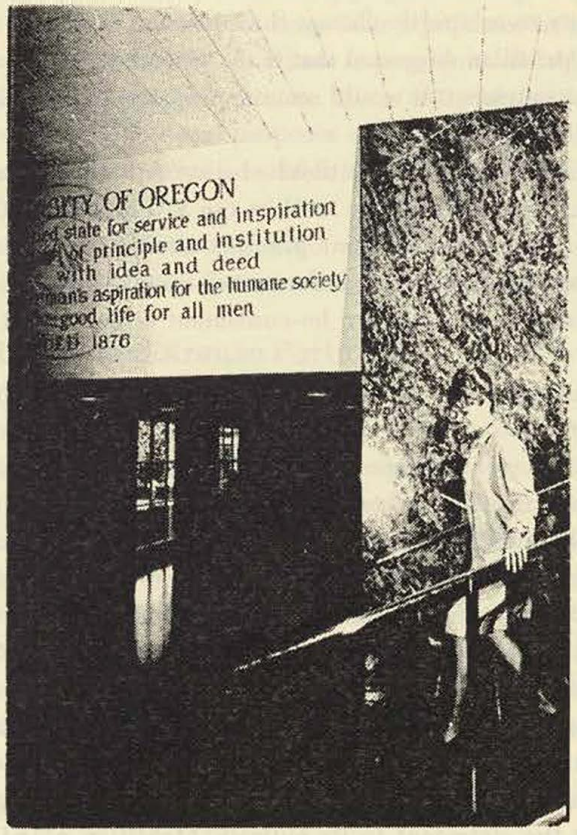
overhead wall in the EMU 1st floor lobby and asked that it be changed. Curt Simic, vice president for public services, asked Muriel Jackson to check on progress of having it removed.[300] Jackson forwarded the president's concerns to McMillan for her reasons as to why the statement continued to use of the word "man." McMillan indicated to Simic that the statement in the 1st floor lobby was authored by Dean of Administration Emeritus William C. Jones, who was still living and had recently moved back to Eugene. She informed Simic that this issue had been raised previously, in particular by the University Feminists, a student organization, and it had been agreed that it would be inappropriate for the University to arbitrarily change the statement while the author was still living. McMillan suggested that if the University felt strongly about changing the statement, it would seem appropriate to discuss the matter with Dean Jones.[301]

Simic indicated to McMillan that he believed that the "wording of the inspirational statement on the wall in the Erb Memorial Union main lobby, does, in light of current practice need to be revised."[302] He requested that McMillan review the matter with Dean Jones and invite him to revise the statement to be consistent with current non-sexist language [303]

McMillan met with Dean Jones and invited him to review the statement, and to consider revising the statement consistent with current, non-sexist language. She reported to Simic that Jones had reviewed the statement and visited with McMillan to discuss his views on the matter. McMillan told Simic that Jones had indicated that, after due consideration, he was unwilling as a matter of principle to revise the statement. He noted that he was not aware that the dictionary meaning of "man" and its plural "men" had changed, i.e. referring to human beings. Jones indicated that he was unwilling to "give hostage to ignorance," and suggested that the University ought not give hostage to ignorance either. He suggested that, if the University felt the statement was no longer appropriate in describing what this University was about, perhaps it ought to paint out the statement in its entirety. McMillan noted that Jones suggestions were made with good humor and without rancor. Jones also noted that the statement was not copyrighted and the institution could

reword the statement, if it so wished. Additionally, McMillan reminded Simic that decisions regarding the public areas of the building were made by the House Committee of the EMU Board and it would be necessary to submit the matter for their approval, particularly if it was recommended that the statement be removed. She informed Simic that the statement had been written by Jones at the request of the union director in the late 1950s, with the approval of the Board at that time.[304]

The matter of the language in the lobby statement was dropped for the time being, but would remain a contentious issue for some time to come.


SITY OF OREGON
state for service and inspiration
of principle and institution
with idea and deed
man's aspiration for the humane society
good life for all men
1876

43. EMU Main Lobby: W. C. Jones quote, c. 1965.

The Comeback of the *Oregana* and its Demise

A group of students, working with Reynolds, headed by Bruce Dworshak as editor, put together a proposal to again produce an *Oregana* yearbook for the University of Oregon, beginning with the 1974-75 school year. The students approached the President's Office for assistance in including a yearbook order card in the fall term registration packet so that students could purchase their yearbook at registration. John Lallas, executive dean, gave approval for Dworshak to move ahead with the arrangements to include them in the packet, subject to Bogen's giving his approval upon his return to campus from summer vacation.[305] Lallas also contacted Reynolds and told him that Don Rhoades, dean of student administrative services, had begun the implementation of the details of including an *Oregana* card in the registration packet, and suggested to Reynolds that he could act in Bogen's place, as appropriate.[306]

Because the *Oregana* was not a part of the Erb Memorial Union and Educational Activities Budget, and was not receiving an incidental fee subsidy, Reynolds arranged for the student group that was producing the yearbook to have an account in the University of Oregon Business Office, where they were responsible for writing their own requisitions and paying their own bills. In 1974, in order to acquire an account through the Business Office, Reynolds was required to sign for the account as the authorized department head and had the ultimate responsibility for the accounting procedures used by the *Oregana* staff.

By the spring of 1979, it came to McMillan's attention that the financial affairs of the *Oregana* were in need of more controls. McMillan contacted Rick Taylor, the editor, and informed him that due to unpaid bills for printing the book, she expected two organizational steps to be taken immediately. The first entailed transferring the *Oregana* accounting process to the Erb Memorial Union accounting office so that they conducted business in the same manner as the ASUO and the Erb Memorial Union. They would no longer be able to write their own requisitions and purchase orders and directly authorize the payment of bills through the University of Oregon Business Office. She instructed Taylor to consult with Schutz,

EMU business manager, to discuss methods to be used to see that this change was implemented. McMillan also instructed Taylor to organize an advisory committee to include at least three faculty members, a representative of the ASUO, a representative of the Incidental Fee Committee, a representative of the EMU Board and the assistant director/business manager of the EMU.[307]

In April 1979, McMillan forwarded an update to Moseley regarding the status of the financial and organizational issues and decisions involving the *Oregana*. Responding to a request from Moseley, she also included a memo from Schutz which summarized a five year review of the income and expenses for the *Oregana*. She informed Moseley that the EMU was setting up a set of books in the EMU Accounting Office for the *Oregana* and that the editor had proceeded to set up an advisory committee, as requested. He had been able to get commitments from Ken Metzler, professor of journalism and former director of student publications in the EMU, from Catherine Lauris of the University Publications Office, and had arranged for Mary Hartman, long time yearbook advisor at South Eugene High School to act as a consultant when needed. The yearbook editor was still working on getting student representation on his advisory committee.[308]

The first part of Schutz's analysis of the financial status of the *Oregana* was prepared as a review of the periods ending June 30, 1975 through February 28, 1979, as reflected in the University of Oregon general ledger statements. Those statements showed a net positive balance of $2,790 at the end of four and one half years of operation. However, the general ledger did not take into account unpaid printing bills that the students had been putting off because of limited cash flow. What in effect had happened over the years was that the *Oregana* staff had been paying the prior years printing bills with the current years sales income, because sales had never equaled the actual cost of the yearbook. Schutz's further analysis showed that in fact the yearbook had broken even the first two years of operation, had been in the red by $9,823 at the end of fiscal 1977, and in the red by $19,479 by the end of fiscal 1978. By estimating the costs and income for the 1978-79 yearbook, Schutz estimated that the projects liability by September of 1979 would be approximately $43.300.[309]

As a result of not being able to find a way to sell more yearbooks, the 1979-80 yearbook was never published, though it was sold to students in the fall of 1979. The *Oregana* went out of business for the second time in its history, and the EMU ultimately had to pay off the nearly $40,000 worth of debt that had been incurred. The EMU responsibility in this event occurred because there were no other funds in the University to cover the debt and because the EMU director (Reynolds) had signed for the University account in the Business Office as the department head in charge.

Participation in the Association of College Unions-International

Throughout the years, McMillan continued to actively participate in the affairs of the Association of College Unions-International, both professionally and representing the University of Oregon as member institution. In 1974 and 1975, she chaired the ACU-I Committee on the Status of Women, and co-authored "A Study of the Status of Women in the Union Field and Their Attitudes," published in 1974, which provided the foundation for the creation of ACU-I's standing committee on Women's Concerns.[310] In 1976-77 she served on the newly created Commission on Educational Programs and Services. In 1977 she was asked to run for the position of vice president for Committee Affairs of ACU-I. Running against J. William Johnson, she won the election and served in that position as a member of the ACU-I Executive Committee for a three year term of office, and continued to serve as an ex-officio member of the Commission on Educational Programs and Services.[311] In February 1977, University President Boyd sent McMillan a congratulatory note upon her election as vice president for Committee Affairs of the Association of College Unions-International.[312]

CHAPTER XII

Fishbowl Remodel—1981

Fishbowl Renovation Program

In December 1977, the Campus Planning Committee approved a proposal from the EMU Board to place the remodel and renovation of the EMU Fishbowl on the University of Oregon Capital Construction List for the 1979-81 biennium.[1] The project, along with the Canoe Shack rehabilitation project, were approved by University President Boyd and ultimately placed on the OSSHE Capitol Construction Biennial Description List and sent to the Legislature for authorization.[2]

A Fishbowl Renovation Committee, appointed by the EMU Board, met from September 1978 through March 1979 diagnosing existing problems in the Fishbowl and producing a program for the remodeling. The members of the committee were: Barry Pilip, chair; Shelby Ferguson, program staff member; Adell McMillan, EMU director; Cindy Larson, Barb Selby; Tricia Sewell; and Max Nixon, EMU Board members; Velma Talbot, EMU Food Service; Patt Olson, administrative assistant to the EMU director; and Jim Covington, EMU Food Service director. The committee also had the benefit of three architecture faculty—William Kleinsasser, Gary Moye and Gunilla Finrow—who reviewed the program early in the process and offered very useful suggestions. The process was facilitated by Gail Lee Dubrow from the Campus Planning Office.[3]

The committee expressed a desire to strengthen the existing 50s character of the Fishbowl and continue to have it support such activities as casual dining, lounge and study activities, gatherings of a range of sizes and occasional performances by entertainers. Additionally, the

committee felt the character of the Fishbowl was enhanced by its architectural features, including the use of "high quality, durable materials such as brick, marble, quarry tile, oak and glass," which had remained in good condition since the original construction.[4]

The issue of traffic patterns in the Fishbowl were given a good deal of attention in the report. The committee favored retaining, and perhaps maximizing, the Fishbowl's function as a major path or "interior street." At the same time they wanted to create smaller spaces off the path, vary the size or width of the path depending on the functions it performed, and improve the quality of the west entry, particularly the annoying draft from the constant opening and closing of the doors. Attention was given to the conflict between individuals moving through the Fishbowl and those needing food service. As a result of these issues, the traffic patterns in the Fishbowl were given priority consideration in the renovation.[5]

Seating in the Fishbowl was also targeted for major changes. A key issue in the remodeling was the need for greater spatial variety. The committee felt that the existing space would benefit from some additional architectural elements that would allow individual users of the Fishbowl to perceive sub-spaces on a much smaller scale, each with unique qualities. These sub-spaces would vary in terms of location, size, privateness and publicness. Additionally, accommodations were needed for live performances on either a portable or fixed stage, a Juke box and in-house sound system, and the possibility of adding a portable large screen video system.[6]

Finally, the connection to outdoors was of concern to the Renovation Committee. Before the 1974 addition to the EMU, the Fishbowl offered a pleasant view of the front lawn of the EMU to the north and west. With the construction of the lower level Plaza, it removed much of this view. The committee suggested several solutions to this problem, including raising the height of some of the interior seating to increase the degree of visual connection to the Plaza.[7]

The committee's report also included the more technical details of improving the food service areas of the Fishbowl. This included: accommodating the need for a more secure food serving area; space for

at least two cashier stations; quick access to a range of beverages and a walk up grill; and inclusion of a deli. The report also strongly urged the retaining of a food service consultant to be hired by the architect with the approval of the University.[8]

Included in the report was a section on handicapped accessability in the Fishbowl, both for disabled patrons and food service workers. Particularly noted were: "Counter and table heights, paths, lines and entry widths, and floor construction [to] be designed in such a manner as to accommodate wheelchair-bound patrons."[9]

The report also noted that 1% of the direct construction budget would be spent on art for the Fishbowl area. The committee recommended that the art selected for this project further the goals of the remodeling, and have both an aesthetic and functional appeal.[10]

The estimated preliminary project budget totaled $167,050. with $105,000 budgeted for direct construction costs, $8,400 for contingencies, $13,650 for professional services, $12,080 for supervision, $12,080 for furnishings, $1,380 for art and $14,460 for miscellaneous.[11]

In July 1979, the Planning Office notified the Fishbowl Renovation Committee that the 1979 Legislative Assembly had authorized the Fishbowl improvement project. The Planning Office indicted that, as soon as the University was given approval to move ahead with this project, a meeting of the Fishbowl Committee and the Campus Planning Committee's Implementation Sub-committee would be called to select seven or more consultants (architects) to whom an invitation to interview would be extended.[12]

Selection of Architects

The University of Oregon interviewed six architectural firms for the possible assignment of work in connection with the EMU Fishbowl Renovation Project and selected the firm of Sheldon, Eggleston, Reddick Associates of Portland, Oregon.[13] Sheldon had been the main architect for the EMU 2nd addition.

Schematic Design Phase

Meetings between the Fishbowl Renovation Committee and SERA/Seraphics (Sheldon/Eggleston/Reddick Associates and Carol McCarter's interior design firm) were scheduled during the month of February 1980.[14] Following the first meeting of the committee with the consultants, Diane Dunlap, University Planning Office representative, recapped for Sheldon the progress that had been made at that meeting. It was decided that the areas of exploration to be considered, in order of priority, were: food service; traffic patterns, including steps and entrance door; lighting; seating; and the terrace. Dunlap also noted that it would be necessary to complete the work of the renovation project by the beginning of New Student Week, September 22, 1980.[15]

In March 1980, Sheldon, Eggleston, Reddick Associates presented their work on the schematic design for the project to the Design Sub-committee of the Campus Planning Committee.[16] The schematic design plan stated:

> The plan developed by the users and architect accentuates the existing geometry of the space and makes major re-use of the furnishings and equipment. It features an expanded food service, new entry, a raised floor on the periphery of the room, a dropped ceiling, (perhaps in mylar highlighted by a neon tube), banquette seating, and pendant lighting.
>
> The existing entry from the west would be closed and a new entry developed to the north. The revised circulation system still would allow people to walk through the space, but would provide for better separation from food service and seating areas. The food service area would be enlarged and reorganized to provide easier and more efficient use of that space. The revised Fishbowl would seat somewhat over 240 persons; a reduction from the existing capacity, but compatible with current use. The seating area would be on two levels with the window seating raised somewhat.

> Extensive use of banquette seating and numerous tables for 2 to 3 persons also are features of the plan. Seating on the main level will be secure, but will have the capacity of being moved in order to clear the area for dancing and similar activities.[17]

The Design Sub-committee had some concerns about the location and function of the relocated entrance, particularly as it related to access points to the terrace from the street. With the understanding that the user group and the architect would give further attention to that issue, the sub-committee unanimously approved a motion to recommend to the President approval of the analysis and the schematic design for the Fishbowl Renovation Project and that the Board's office be asked to authorize the architects to proceed with the subsequent phases of the work.[18]

Hunderup, OSSHE Facilities Planning, acknowledged the acceptance of the initial project analysis by the Board's office, noting that the scope of work had not changed appreciably from the building program prepared by the University, but that the estimated costs significantly exceeded the amount that was included in the project expenditure limitation that was approved by the Board and the 1979 Legislature. He therefore deferred authorization for Sheldon to proceed with further phases of the project until such time as the Board approved the schematic design.[19]

Food Service Consultant

In the meantime, James H. McConnell, food service consultant under contract to SERA, sent Jim Covington, Food Service director, prints of three food serving area plans: one showing the remodeling as currently authorized; one showing the equipment as currently existed; and a schematic master plan showing a complete remodel of the food serving area to achieve maximum efficiency. This final drawing was of a "true scatter or scramble system."[20] McConnell felt that a complete remodel was in order and that it would not be cost effective to proceed with the current plan. McConnell indicated that he was notifying the architects of his conclusions and would wait for further instructions before he proceeded with design development.[21]

In keeping with the Renovation Committee's desire to keep a 50s look to the renovation, it was of interest to note that Midgley's Glass in Eugene donated a number of pieces of "heavy translucent green glass" identical to the green glass tiles used behind the Soda Bar when it was originally constructed. This donation made it possible to retain as much of the old green glass tile as possible during the remodeling.[22]

Construction Documents

By July 1980, all of the issues had been resolved and the construction documents had been received by the University from Sheldon, Eggleston, Reddick Associates (SERA) and Seraphics Associated (Carol McCarter, interiors consultant).[23] Following receipt of the University's request, Hunderup notified SERA that his office concurred with the university of Oregon and approved acceptance of the construction documents for the Fishbowl project. He also noted that the State Emergency had approved the release of the funds for the total project on June 6, 1980, and that the bid opening for the project had been set for August 26, 1980.[24]

On August 26, 1980, the University recommended to the OSSHE Facilities Planning office that the low base bid of $115,100 from Morris P. Kielty, general contractor, for the Fishbowl project be accepted and awarded. The Kielty bid was within $560 of the pre-bid estimate of $114,540, therefore none of the pre-proposed deductive alternates would need to be executed.[25]

Interim Deli and Table Seating

McMillan announced to the EMU Board that the work on the Fishbowl Renovation Project would begin on September 10, 1980 and was expected to be finished by the end of fall term 1980. The Deli operation from the Fishbowl was moved to the Courtyard and some additional tables had been added to the Annex. However, seating was expected to be minimal during the construction period. She told the Board that the 100 series

meeting rooms would be open for additional seating, when they were not scheduled for meetings. Because the closure of the Fishbowl limited the smoking areas in the building, the Board temporarily allowed smoking in the Annex.[26]

1% for Art

In September 1980, Hunderup notified Nancy Lundburg at the Oregon Arts Commission that the process for selecting art work for the 1% for art budget needed to be undertaken. Because it was a new state mandated program, the Arts Commission was in charge of the selection process. Hunderup indicated that the budget for art work would be $1,151.[27]

Dunlap, in consultation with McMillan, selected a group of students and faculty to act as the University artist selection committee. It was decided that stain glass art work was the medium of choice, and it was determined that the piece would be placed over the west main doors in the 1st floor lobby, rather than in the Fishbowl. Lundburg solicited proposals from known glass artists in the Northwest and the selection committee chose Garth Edwards to do the work. His stain glass piece showed a group of people seated at a lunch counter like in an old fashioned diner. The piece was in several panes that fit against the exterior glazing above the lobby west entrance doors.

Construction Completion

On December 23, 1980, Harold C. Babcock, physical plant director, recommended, on behalf of the University, that the work on the Fishbowl had been completed by Morris P. Kielty, General Contractor, and that it be accepted as of the inspection and completion date of December 23rd, subject to the contractors correction and completion of items listed on the Punch List. The inspection was done by the architect and University officials. Babcock recommended that Kielty be commended for construction results under his direction.[28]

44. 1981 Fishbowl renovation, east platform, c. 1981.

Grand Opening

A Grand Opening celebration with a ribbon cutting ceremony was held on Monday, January 5, 1981, from 7:30 a.m. to 8:30 a.m. and included refreshments.[29]

In conjunction with the opening of the newly renovated Fishbowl, the EMU Board House Committee announced to the Board that "no smoking" areas would be designated as the west elevated seating platform and the adjoining floor-level seating area. This policy would take effect on February 2, 1981 and last for the remainder of the school year, with public comment being solicited.[30]

Handicapped Accessibility Issues

In mid-December 1980, just as the Fishbowl Renovation Project was being completed, Dave Kleger, a rehabilitation counselor in the Eugene VRD Office, on behalf of a female client, wrote to Bean MacFadden, U of

O Affirmative Action Office, and made a number of observations about the nearly completed project. He indicated that there was the possibility of a 504 complaint due to the inaccessibility of over 50% of the Fishbowl seating, in an area that had been nearly 100% accessible prior to the renovation. It was his opinion that it appeared no effort had been made to assure access to the newly raised areas of seating. Because of the renovation it was impossible for an individual who could not climb stairs to be seated next to a window and before the renovation this was possible in several areas. He also indicated the following: the space available for persons who could not climb stairs had been reduced by half; the new construction created a new barrier that did not need to be created and claimed that the same design effect could have been achieved and at the same time providing a ramp for the mobility handicapped. Kleger indicated that his client had complained to the Physical Plant and was told that since she could still acquire food and eat in the Fishbowl, she had not been denied program access. His client had asked him to assist her in preparing a formal complaint, but he hoped the situation would not require a formal complaint.[31]

A formal discrimination complaint was filed by Chester Faller. In response to that complaint, John Lallas, executive dean, transmitted the University's findings about the accessibility issues in the newly renovated EMU Fishbowl to Chancellor R. E. Lieuallen and indicated that the University would take the following action:

A mechanical lift will be installed to provide access to the East platform area. The East platform is somewhat the larger of the two raised areas. The construction plans will be submitted to the City for a building permit. Once the permit is granted the installation should be completed within approximately a month.[32]

Lallas went on to tell the Chancellor that, since this action would provide access to over half of the raised platform area, nothing would be done immediately to the west platform.[33]

Following receipt of Lallas's letter, Chancellor Lieuallen wrote to University President Paul Olum and informed him that the University's findings and proposed solutions to the complaint by Chester Faller were not satisfactory and he ordered the University to do the following:

1. A committee consisting of members of the University of Oregon Accessibility Advisory group, the Affirmative Action Office, the Administration, the EMU, the Physical Plant, Bob Fritsch—architectural consultant, Melinda Greer—compliance officer, and Art Mancl—campus and building planner, be convened with the charge to develop alternatives to achieve accessibility of both the East and West platforms in the Fishbowl by the end of spring term 1981.
2. Three months following the completion of the lift currently being installed to the East platform, the University was to conduct a survey to evaluate the effectiveness of the use of the lift by handicapped students.
3. One month following the date of the report on the effectiveness of the lift and after consulting with the committee, the committee and the complainant were to propose actions to satisfactorily resolve the complaint.
4. Once the proposed resolution was reported to the State Board's office, the Chancellor would determine the appropriate completion deadlines for any modifications to be undertaken.[34]

The Special Committee to Develop Accessibility Alternatives, Evaluate Present Progress, and Recommend Resolution of Discrimination Complaint on the Basis of Handicapped Access in the EMU Fishbowl met on May 4, 1981. McMillan explained to the committee that during the planning of the remodel, the planning committee spent considerable time assuring themselves that the service areas of the Fishbowl would be accessible, but had not understood that accessability to the platforms was essential to the remodeling effort. The committee also discussed various ramp alternatives to the west platform and favored one that either went into the TV Room or one that went from that end of the platform into the main Fishbowl area.[35]

In early June 1981, President Olum sent Chancellor Lieuallen the recommendations from the special committee. Olum indicated that the committee had considered lift possibilities and five basic ramp configurations and had selected one ramp design as optimal for the west

platform. The design that was selected maintained the present entertainment area, did not effect total seating capacity and offered an alternative seating style that was designed consistent with the present renovation. He requested that funds be made available as soon as possible so that the corrections could be implemented during the less busy summer months.[36]

The Chancellor accepted the final recommendations for the modifications to the EMU Fishbowl and ordered the University to proceed with the ramp construction as outlined in the report of the special committee, chaired by Gerard Moseley. Lieuallen said to Olum, "I commend the University and complainant for their willingness to mutually resolve this complaint. I declare that the action proposed by the University is satisfactory and none other need be taken."[37]

The Physical Plant estimated that the cost of the ramp project would be $10,710, with $4,174 to come from funds remaining in the EMU Fishbowl Renovation account, and $6,536 to come from the EMU Building Repair Reserve account.[38]

Moseley, chair of the special committee, wrote to the Chancellor, via Olum, attaching a copy of Rowe's letter on the time schedule for the ramp construction, and asked if this schedule was consistent with his order requiring resolution by the end of fall term 1981. He noted that there would be a marked increase in the $10,710 estimate if the schedule was not acceptable.[39] The Chancellor approved the schedule, though he indicated that he wished the work could have been completed on an earlier timetable.[40]

The work proceeded on schedule and McMillan wrote to Physical Plant Director Harold Babcock upon its completion to thank his department for the quality of the work and the timely finish of the Fishbowl ramp project. She noted in particular that "the work of Paul Pattersen and his crew was excellent. As you know, we were under particular pressure from the Chancellor's Office to finish the project by December 31. Paul's department had everything ready for installation prior to Christmas vacation and the deadline was met. His cooperation, as well as that of David Rowe and others, was especially helpful."[41] McMillan also indicated that the EMU had received many favorable comments about

Rowe's design solution for the ramp and how well it fit with the rest of the Fishbowl renovation.[42]

It is interesting to note that from 1981 until the Fishbowl was remodeled again in the late 1990s, no one ever saw anyone use the lift that was installed to the wast platform.

CHAPTER XIII

THE 1980s

EMU Board and Governance Issues

In May 1980, the EMU Board made two changes to their Governance Document relating to the sections on committee responsibilities. They deleted the section on the Revenue Committee and assigned those responsibilities to the Budget Committee, and they added a new section as follows:

> (3) Special Committees: Special committees may be designed to deal with special problems arising in the EMU. These committees may be assigned by a majority vote of the EMU Board members. The committee will be designed to research the problem and make recommendations to the EMU Board for future long range and planning goals.[1]

These changes were approved by Vice Provost Moseley on behalf of President Paul Olum in July 1980.[2]

By 1987, the EMU Board had reduced the number of permanent standing committees of the Board to two: the Budget Committee and the House Committee. They continued the section on special committees, but not longer called for a permanent Food Service Committee.[3]

CCDC and EMU Child Care Center Governance Issues

In November 1980, the Women's Law Forum sent a petition to Acting President Paul Olum requesting that he promulgate rules regarding "(1) admissions policies, and (2) maximum limits to the number of hours a

parent can use the Centers' services in the two EMU-administered Child Care Centers."[4] McMillan asked Olum to deny their petition based on the premise that it was inappropriate for an outside agency to dictate policy for the EMU centers. She noted that Olum was aware that the EMU Board had directed each center to develop new parent governance procedures and part of that process was the review of each centers admission policies. McMillan indicated that it was the intent of the EMU Board to begin drafting and promulgating such policies once they had gone through the approval process according to the new governance document. McMillan also informed Olum that the Board had requested a legal opinion from Peter Swan, legal advisor to the University administration, as to whether the center's admission policies should be promulgated through the Administrative Procedures Act process and, upon receiving an affirmative responsive, had been working toward that goal and hoped to begin the promulgation process by December 1980.[5]

Moseley wrote to Olum supporting McMillan's request for a denial of the Women's Law Forum petition and asked that the orderly process of promulgation by the EMU Board be allowed to go forward.[6] As a result, Ray Hawk, vice president for administration and finance wrote the Women's Law Forum denying their petition. He noted that the EMU Board was the proper body to promulgate admissions policies for the child care centers and that their petition would be considered along with other information in making their decisions.[7]

In the meantime, the EMU Child Care Center had been working on developing a governance document. Rachelle Katz, child care coordinator for the EMU Center, forwarded a copy of the governance document developed by a committee of student parents to the Board for its approval. The Board approved the document at its October 28, 1980 meeting. Katz noted that the parents using the center voted on the document over a one week period and approved the document by a vote of 30 yes and two no.[8]

CCDC also reviewed their governance document and sent the EMU Board a revised document in late fall term 1980. It contained revised admissions policies, which would be based on a point system, and give preference to returning U of O student families, with the highest points

going to single parent families and full time students. The EMU Board approved the revised CCDC governance document on Janaury 26, 1981.[9]

In April 1981, Muriel Jackson, on behalf of the President's office and acting as the Hearings Officer for the proceedings, held a public hearing on the promulgation of the admissions policies for the EMU Child Care Center and Child Care and Development Center.[10]

Following a review of the testimony from the public hearing, Jackson revised the rules according to her understanding of the information and testimony. She recommended to Hawk that the rules with a copy of the proceedings be submitted to the EMU Board for their final approval before submission to the Secretary of State's Office.[11]

The EMU Board approved the rules with the changes suggested by Jackson and they became an official part of Oregon Administrative Rules, University of Oregon, Chapter 571, Division 24.[12]

In fall term 1989, the CCDC Governance Document was again revised in order to clarify the role of the Parent Council in making general policy decisions for the center. Concern had been expressed that during a recent rate increase decision, parents had not had much input because the role of the Parent Council was largely advisory. The revised document defined the general policy making role more specifically and required the co-ordinator of the center to work in partnership with the council, particularly in matters of budget preparation and revision.[13]

Dennis Reynolds, now CCDC coordinator, presented to the EMU Board the vote of the parents in CCDC on the proposed changes to their governance document, 73 for and 11 against. After discussing the changes, the Board voted to approve the changes by a vote of 9-0-3.[14]

Building Use Policies and Related Issues

In the summer of 1980, Shelby Ferguson, program advisor in the Program Office, chaired a Scheduling Policy Task Force, appointed by McMillan, to review all of the University scheduling policies. The committee had been appointed because of continued interest on the part of various campus groups and individuals to see long standing policies changed. The major recommendation of the committee was to allow

groups to schedule specific rooms, rather than waiting until the day of their event to know where they would be scheduled. McMillan accepted the recommendations of the task force and indicated to Ferguson that she knew "that a good many individuals [would] be delighted that, after 30 years, we have changed the room assignment policy so that one can know in advance what rooms have been assigned."[15]

With the completion of the addition to the EMU in 1974, the Free Speech Platform, a cement and brick podium on the Fishbowl terrace wall, was no longer positioned to be of much use for its intended purpose. As a result, the new front Plaza became known as the Free Speech Plaza, and the EMU Board changed its Free Speech Platform policies to reflect the new name and place. The policies remained relatively unchanged, with use being on a first come first serve basis unless otherwise scheduled. Like on the terrace, the only public address unit that could be used in the plaza was the one from the EMU Main Desk, or one that was operated by an EMU employee.[16]

Use of the EMU for recruiting purposes by such government agencies as the C.I.A. and the F.B.I. created a good deal of discussion in EMU Board meetings about the appropriateness of the scheduling of space for these organizations by the Office of Career Planning and Placement. At issue was the belief that these organizations violated the University's affirmative action policies because they discriminated against individuals on the basis of their sexual/affectional orientation. The EMU Board considered adopting a policy as follows:

> The EMU Board affirms the right of all individuals to equal opportunity in education, employment and access to EMU programs, facilities, and activities, without regard to race, color, religion, gender, sexual/affectional orientation, age, disability, national origin, marital status, veterans status or any other considerations not directly and substantially related to effective participation. Activities limited to living units legally segregated by sex may be limited by sex. No agency or group that is in violation of this policy shall be allowed use of EMU facilities.[17]

In April 1985, the Board continued discussing their affirmative action proposal that would prohibit groups who did not adhere to these guidelines from using space in the EMU. University President Paul Olum attended the meeting and argued that "this was denial of rights to access." His concern was with imposing moral values on groups outside the University, and that this proposal was also not going to be used for student groups. Olum was worried that this appeared biased and inconsistent. He stated that if the Board passed the proposal he would veto it.[18] After further discussion, including arguments that this was not a moral issue but a civil rights issue and that it was not a cut and dried legal matter in terms of rights of access, the Board passed a motion to approve the proposal, 6-5-0.[19]

Because the Board knew that President Olum would veto their very strong statement, they ultimately devised a compromise solution to the issue by creating an official statement that any organization scheduling tables in the EMU lobby would have to sign and post on their table. The statement read:

> The EMU Board affirms the right of all individuals to equal opportunity in education and employment without regard to race, color, religion, sex, age, handicap, national origin, affectional/sexual orientation, marital status, or any other extraneous consideration not directly related to effective performance.
>
> _____We comply completely with the above policy.
>
> _____ We do not comply with the above policy.
>
> _____ We refuse to answer.[20]

All organizations were required to check one of the three choices and post the notice on their table. In this way, the EMU Board was at least giving students the opportunity to make their own decisions as to whether to speak with the individuals manning the tables or not.

In March 1984, the EMU Board clarified their rental policy over issues of profit vs. non profit and primary vs. secondary functions. The EMU House Committee, at its February 27, 1984 meeting recommended the following policy to the EMU Board for their action:

> The Erb Memorial Union Board shall have the following (rental) policy guidelines with regard to groups involved in the sales of goods and/or services:
>
> 1. Profit—A commercial group whose primary purpose is the sale of goods and/or services for profit shall be charged rent;
> 2. Not for Profit—Primary Purpose—A not for profit group whose primary purpose is the sale of goods and/or services shall be charged rent;
> 3. Not for Profit—Secondary Purpose—A not for profit group recognized/registered under delegated authority [See "Delegation of Authority to ASUO" (571-11-015)], whose involvement in the sales of goods and/or services is 'secondary' to its "statement of purpose," shall not be charge rent . . . [21]

The need for this clarification about what organizations/businesses would be charged rent came about as a result of questions raised by such student organizations as *The Oregon Commentator*, a student newspaper that sold advertising, and Footnotes, a student note taking business that charged for its product, both of whom used space in the EMU. Additionally, the EMU was becoming more involved in the leasing of space to private business.

In 1985, given the increasing number of student organizations and groups requesting office space in the EMU, the EMU Board adopted a policy on the allocation of space. The policy acknowledged that the Board had the sole authority to allocate available space in the EMU to programs and organizations and indicated that the Board delegated that authority to its House Committee. The Board adopted the following criteria for the allocation of student office space in the building:

1) The group must provide a service to the University.

2) The service provided by the group should be of complementary nature to the services already provided within the University, and should not duplicate any existing services.
3) Space in the EMU must facilitate the goals of the group.
4) The number of students participating and affected by the group.
5) The ability and willingness of the group to post and maintain regular office hours.
6) Availability and amount of space that is appropriate for the group's activity and general student interest.
7) The group's willingness to share space if such an arrangement becomes necessary.
8) The date the group applied for space.
9) The adequacy of financial support for the use of space. (Funding from incidental fees or another source.)
10) Misuse of any space already allocated, or previously allocatd to the applicant by the EMU Board of the University.[22]

The space allocation policy also included sections on determining space allocation when more applicants were under consideration that there was space available, the determination of the location of the space and a determination on the amount of space to be allocated. It also noted that the Board would make a general review of all allocated office space in the building once yearly in the spring term and following the IFC budgetary process, if feasible.[23]

The EMU Board also adopted a policy on the revocation of office space. The policy noted that the Board had the sole authority to allocate and to revoke space in the EMU and they delegated that authority to the House Committee. The policy stated that the EMU Board had the right to review an organization's use of space for possible reduction or revocation based on the following indications: "continuous failure to pick up mail in the ASUO mail station, failure to maintain office hours and other activity, failure to respond to a Board inquiry and misuse of space."[24]

In 1986, the EMU Board revised their rental policies to distinguish between incorporated and unincorporated student groups. The issue was

raised by the *Oregon Commentator* requesting rent-free status because they no longer sold advertising for their newspaper. The original rental policy had addressed only the sale of goods and services, not corporate status. A sub-committee of the Board determined that an incorporated group was not recognized by the ASUO because their corporate status through the state made them independent of the ASUO, even though they received an incidental fee subsidy. The sub-committee recommended to the Board that incorporated groups pay rent to the EMU for their space and also established an appeals process as a part of the policy.[25] The EMU Board approved the recommendations of their sub-committee.

Budgets and Financial Issues

In February 1981, Jon Neiderbach, Incidental Fee Committee member and EMU Board member, wrote to Moseley to confirm a prior conversation regarding budgetary savings in the EMU budget. He asked Moseley to confirm his understanding of the agreement that:

> Money from EMU salary and other savings will normally remain within the EMU to be used in reducing the cash deficit. Requests from the University administration to use these funds for other purposes will be 1) put in writing, and 2) sent to the EMU director. The EMU Director will consult with the EMU Board Budget Committee and serious disagreements over any request will be referred to a meeting between the Associate Provost for Student Affairs and the EMU Board Budget Committee.[26]

Moseley responded to Neiderbach that: the EMU budget and spending authority is delegated to the EMU administration "in concert with the EMU Board and their joint working guidelines; constructive and appropriate use of these funds is expected and monitored under the existing policies for other University departments; all net revenue and all unexpended year-end incidental monies from EMU accounts (year-end salary and other savings) are to be dedicated toward eliminating the

cash deficit; and Ralph Sunderland has indicated this practice should continue until such time as the EMU has brought the Board-mandated reserves up to their appropriate level, the cash deficit has been eliminated, and until, in addition, sufficient reserves have been developed for operations to withstand reasonable future contingencies."[27]

Moseley also agreed that if the EMU Board questioned policies or actions of the University administration regarding the EMU, a meeting would be convened promptly to discuss the issues, with the right to appeal to the University president decisions made by the associate provost for student affairs or by the director of the Office of Management and Budget.[28]

In November 1981, EMU Board Chair Bob Needham proposed that the EMU Board's budget be included as a section in the EMU budget, rather than be included in the ASUO program budget, as it was currently listed. Needham noted that this change would underline the EMU Board's autonomy from the ASUO. Needham's proposal was approved unanimously by the Board.[29]

Regarding the financial condition of the EMU at the end of the 1981-82 fiscal year, McMillan wrote to President Olum in a letter accompanying a copy of the Erb Memorial Union and Educational Activities Department financial statement and stated: "We continue to make progress toward elimination of the Department's cash deficit, showing a net surplus for the year. Our cash account again shows a positive balance at the fiscal year's end."[30]

In the spring 1986, the EMU faced a new issue, raised by the Incidental Fee Committee during their budget hearings on the EMU budget. The committee approved a 5% increase in the EMU budget for 1986-87, but they eliminated the funding for the University program consultant's position, held by Frank Geltner. The committee was informed that the position was under a three-year contract and would need to be bought out if discontinued. However, in order to keep the fee increase at 5% they included the elimination of that position's funding. In addition, the IFC attached a budget note to the EMU budget requiring that the EMU Board submit new contracts or contract renewals for staff positions of longer than one year to the IFC for approval.[31]

Randall sent the IFC budget note recommendations to President Olum on May 23, 1986, indicating that the budget notes were as follows:

1. All monies shall be used/allocated in accordance with IFC resolutions.
2. The EMU budget is tentative contingent upon discussion with program staff and approval of summer EMUB.
3. All new hiring and contract renewals for professional staff involving more than one year shall come before the IFC for approval.
4. The IFC and EMUB shall meet prior to January 31, 1987 to discuss the upcoming budget for the EMU.[32]

Randall also told Olum that it was the intent of the IFC to become more involved in the monetary decisions of the EMU and that since the program staff allocation was more than $300,000, they felt that the IFC should be a part of the process.[33]

Olum wrote to Student Body President Steve Nelson on May 29, 1986 and informed him that the President's office had approved the IFC budget for 1986-87 with the exception of Budget Note #3, regarding the hiring and contract renewals of professional staff in the EMU. Olum said, "I regard it as inappropriate for the IFC to use its function of allocating fund to campus agencies as a means of controlling internal management decisions of those agencies.[34]

Later, in a letter to Karen Gaffney, EMU board chair, Olum reiterated his removal of the IFC budget notes and he disapproved an IFC resolution, which specified that the IFC approve any salary or stipend paid from incidental fee funds. He told Gaffney that the EMU was not to negotiate with the IFC under the terms of the these resolutions and that he had informed ASUO President Nelson and Interim IFC Chairman Armando Morales. Olum indicated that the basis for his disapproval was his strong belief that "it was the function of the IFC to allocate funds to campus agencies in three categories:"[35]

> ASUO, EMU, and Athletic Department. While the guidelines under which the IFC operates may, in fact, permit detailed

> assignment of funds to particular ASUO programs. that is not the case, nor is it appropriate, for the EMU and Athletic Department. I do not believe that it is proper for the IFC to use the allocation of funds to the EMU and the Athletic Department as a means of controlling the internal management decisions of those agencies . . .

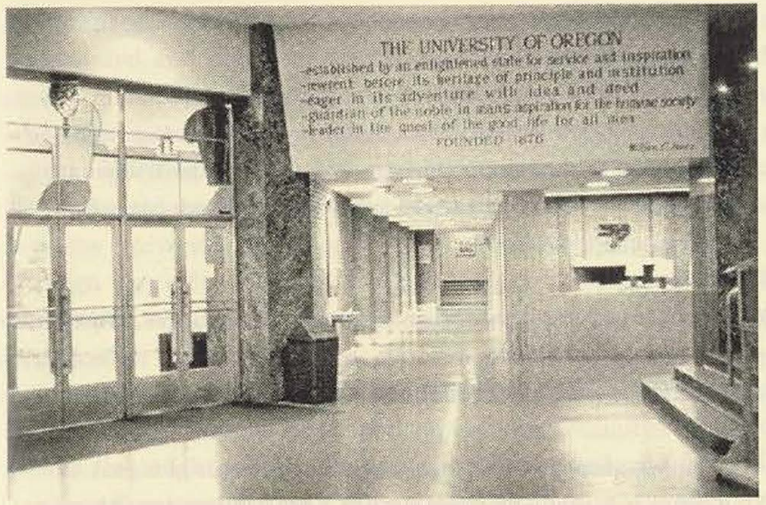
In January 1988, McMillan and Susan Racette, EMU assistant director/ business manager, presented the EMU Board Budget Committee an EMU management proposal to finally take care of the $240,000 Food Services Department budget deficit that the EMU incurred in the mid-70s. The deficit was lowered in the ensuing years to $190,000 and was covered by the University, to which the money was owed. Due to a State Board ruling that all state institutions create five year plans to reduce any budget deficit, EMU management proposed the following: over three years the 1.5% replacement value of the building put into reserve yearly for major building repair expenses be increased to 2% and that those monies, amounting to $59,000 per year, be used to repay the debt over a three year period. After much discussion about whether the increase would come from incidental fees or from earned revenue, the Budget Committee unanimously passed a motion to recommend this strategy to the EMU Board for their approval. The Committee indicated that they hoped that the additional .5% would come from earned revenue and not from student fees. During the discussion, McMillan and Racette made it clear that the University budget office would not accept a proposal extending the payment period beyond three years. Racette, working with the University budget officer to devise the proposal, had originally suggested a four year payback period, but it was not accepted.[36]

Jones' Quote—First Floor Lobby

In July 1983, the "Statement of Purpose" quote by former Dean of Administration William C. Jones was again at issue. The quote was painted on the upper north wall of the 1st floor lobby and included the phrases "man's aspiration" and "good life for all men." ASUO President Mary Hotchkiss wrote to President Olum about her and her staffs'objection

to the word "men" in the quote and suggested that it could be easily removed and not change the intrinsic meaning of the quote.[37]

On first consideration, Olum leaned toward supporting Hotchkiss' request and asked McMillan to send him background and historical information on the issue. Later, reflecting on the nature of the quote, Olum realized that the word "man" also appeared in the quote and could not be as easily removed by substituting another word, which might affect the integrity of the quotation. In discussing the issue with McMillan, he felt there were only two possible solutions: either seek the approval of Jones' widow to make changes in the wording of the quote, or remove the quote and find another suitable statement to replace it.[38]


THE UNIVERSITY OF OREGON
-established by an enlightened state for service and inspiration
-jewelled before its heritage of principle and institution
-eager in its adventure with idea and deed
-guardian of the noble in man's aspiration for the humane society
-leader in the quest of the good life for all men
FOUNDED 1876

45. EMU main lobby: Jones' quote and Fishbowl 1% for art Edwards stained glass, c. 1982.

In January 1984, Hotchkiss appeared before the EMU House Committee and asked them to support her request to Olum. The House Committee agreed to support her request. Hotchkiss and Bean McFadden, University director of affirmative action, appeared before the EMU Board, urging them to remove the quote from the lobby. Paul Matthews gave arguments for leaving the quote in place. The Board discussed the issue

and allowed for an audience comment period. Marc Spence moved to remove the sign, seconded by Bill Hallmark and the motion failed by a vote of 6 to 7.[40]

Following the appearance of an article in the *Oregon Daily Emerald* on January 23, 1984, titled "Hotchkiss, Olum seek a nonsexist EMU sign," Olum received several letters from faculty members who were against removal of Jones' quote in the EMU. Perry J. Powers, professor of romance languages wrote:

> Now to William C. Jones' noble statement. His only fault is that he wrote the English language as it has been written and spoken from Chaucer to T. S. Eliot. To remove that inscription is an insult to a distinguished member of this faculty, to intelligence, and to our (almost) common language.
>
> Paul, for heaven's sake, stand up for our heritage. Defend the dignity of history, or our language, of human beings. William C. Jones deserves better of us than to have his words wiped out by a mistaken enthusiasm.[41]

William Calin, also a professor of romance languages, wrote a three-page letter and stated that he saw two issues that needed to be addressed: was the sign offensive or bigoted and should it be replaced. He noted:

> I am convinced that the sign was not an example of bigotry or prejudice in the 1950s nor is it today. A bigoted sign would have referred to 'the good life for all Christian, white males' or 'the good life for all students and coeds' or 'the good life for all men plus their wives.' The sign, as it reads, reveals no bigotry or prejudice, and none will be found by counting the quantitative frequency of words denoting men compared to those denoting women. This is because terms such as 'man's aspiration' and 'for all men' contain a generic universal, 'man' or 'men' which alludes semantically to the entire human race, to all mankind, not just to the male sex. No distinction between the sexes is meant nor will any be perceived by intelligent, objective observers.[42]

Olum responded to Powers with a lengthy rebuttal, a copy of which he sent to Calin. In part he noted that he did not necessarily disagree with most of what Powers and Calin said, but that he felt they had misread the issue. Olum stated that Jones' statement was not a historic statement, "not an excerpt from our Charter or from the Declaration of Independence, or any such document. No one is proposing to rewrite history."[43] He indicated that Jones' statement was "written simply at the request of the Erb Memorial Union Board for putting up on a wall, nothing more. Other things can be put up on a wall in other times. It is not censorship. It is only a question of whether something else might be more appropriate now."[44]

The issue was raised again in November 1984, when the EMU Board heard a proposal to remove Jones' quote with the stipulation that the sign be documented and that a committee be established to recommend an alternative quote/sign. The proposal was discussed, a motion was made and the motion passed unanimously. A friendly amendment was also passed that specified that the sign would be removed on or before January 7, 1985. A second motion was passed to send the documentation of Jones' quote to the University Archives.[45]

The sign was painted out by the date indicated, following the taking of photographs, which were sent to the University Archives for historical preservation.

In February 1985, Olum wrote to Mark Nallia, EMU Board chair, stating that he understood that the Board had appointed a committee to consider statements that might replace the earlier statement authored by William C. Jones, and suggested that the committee consider a statement by Thomas Jefferson that Olum felt to be part of the real essence of a university. This quote by Jefferson stated:

> This institution will be based on the illimitable freedom of the human mind. For here we are not afraid to follow truth wherever it may lead, nor to tolerate error so long as reason is left free to combat it.[46]

Olum noted that this statement was contained in a letter to Roscoe from Jefferson, dated December 27, 1820, and that a small portion of the

quote, the end of it in a slightly altered form, appeared in Jefferson's first Inaugural Address.[47]

Over one year later, in May 1986, the EMU Board House Committee reported to the full Board that they had received six quotes for possible use in the lobby, plus the one submitted by President Olum. The Board passed a motion to approve the Jefferson quote suggested by Olum and that it should be painted on the wall in the lobby, following the spring term.[48]

In order to consider quotes submitted by the Student Senate, who at the Board's request had solicited suggestions for the replacement of Jones' quote, the EMU Board reconsidered the choice of a quote for the lobby, on June 5, 1986. They also discussed again the Jefferson quote suggested by Olum, with the Senate representative objecting to the Jefferson quote being included in the recommendation to the Board. After a lengthy discussion on the issue and acting upon a recommendation by Frank Geltner, EMU associate director, it was decided that two quotes could be used, one in the 1st floor lobby and one over the doors to Room 167 in the EMU east addition. It was moved and passed on a vote of 8-0-0 to use both the previously selected Jefferson quote and a quote by Martin Luther King, Jr., which was one of the suggestions from the Student Senate. A second motion was passed by a vote of 7-0-1 to place the King quote in the 1st floor lobby, replacing Jones' quote, and to place the Jefferson quote over the doors to Room 167. A third motion passed to place the time and event of the King quote below the quote, e.g. March on Washington, August 28, 1963. The King quote that was selected read:

> I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin, but by the content of their character; I have a dream today.[49]

Both quotes were painted in the places approved by the EMU Board, ending nearly ten years of controversy over the Jones' quote.

Smoking Issues and the Sale of Cigarettes

In May 1985, as a result of a survey taken in the Fishbowl that resulted in 2,100 favoring a smoking ban in the Fishbowl and 700 against it, the EMU Board passed a motion to make the entire Fishbowl a no-smoking area by a vote of 7-1-0.[50]

A proposal to ban smoking in the lobby outside the Recreation Center and in front of the Club Sports office was considered by the EMU Board in November 1989. After much discussion on both sides of the issue, the Board approved the ban on a vote of 10-0-2.[51]

At the same Board meeting in November 1989, the Board heard a request that had been sent to the University asking that the EMU ban the sale of cigarettes. The Board held a long discussion on the issue that included: the loss of income at the Main Desk store; it should be looked as a business issue; adults should be able to choose; it was a moral issue; and the EMU couldn't ban the sale of cigarettes and continue to sell beer at beer gardens, etc. A motion to approve the ban of the sale of cigarettes failed on a vote of 2-9-2.[52]

Accessability Project

In December 1979, as a part of an overall University of Oregon Accessability Project to make buildings more accessible to the handicapped, Briscoe & Berry Architects, A.I.A. were contracted to provide estimated construction costs for the EMU's portion of the project. They provided drawings for five different schemes (A, B, C, D, and E) ranging in estimated cost from $45,000 to 135,300. The schemes included the possibility of an elevator to serve the *Oregon Daily Emerald* offices, the International Lounge and the Art Gallery. Scheme E substituted wheel chair lifts on the stairs from the 1st floor to the International Lounge and the Art Gallery, and a 3rd floor lift. All of the schemes included toilet room remodels and elevator remodels.[53]

A modification of Scheme E was eventually selected due to cost constraints. Had an elevator scheme been chosen, Scheme A placing the elevator on the east side of the building would have been selected.

The Design Sub-committee of the Campus Planning Committee approved the design phase and recommended that Briscoe & Berry be authorized to proceed with working drawings and the bidding process for the project.[54] The major components of the work to be done were the installation of Garvanta chair lifts to existing stairways to provide access

to the International Lounge, the Art Gallery and the *Oregon Daily Emerald* offices, and construction of a second exitway out the International Lounge as mandated by the City of Eugene Fire Department.[55]

This work was accomplished during the latter half of 1980 and early 1981.

A New Canoe Shack

As a part of the 1979-81 Oregon State System of Higher Education Capital Construction Biennial Authorization, the Student Union Facilities Rehabilitation project at the University of Oregon was funded by the legislature. The project included funding for both the Fishbowl renovation project and rehabilitation of the Recreation Center's Canoe Shack located on the Millrace. The Canoe Shack project description indicated that the existing facility was in poor condition, was too small to serve the demands placed on it, needed more and better space to store canoes, equipment, materials and supplies, and needed more adequate lighting and security for money and equipment. The project called for either the rehabilitation or replacement of the small structure.[56]

In September 1980, it was announced that the new Canoe House (no longer being referred to as a "shack") had been designed by the firm of Danielson Driscoll and Hess, and that a location on the Millrace had been selected.[57] In February 1981, Rowe submitted materials to the City of Eugene seeking a conditional use permit—Willamette Greenway Compatibility Review—for the new Canoe House.[58]

A public hearing was held in front of the City of Eugene hearings official on April 14, 1981 at City Hall requesting approval of the University of Oregon's request for a conditional use permit for the construction of the Canoe House to replace the existing facility and for alteration to the south bank of the Millrace.[59]

Following the public hearing, James Spickerman, City of Eugene hearings official, granted the conditional use permit for the Canoe House stating that "approval is granted for a Willamette Greenway (compatibility review) conditional use permit to allow construction of a new canoe house to replace the existing facility and the alteration to the south bank of the Millrace on the following conditions:"[60]

1. That vegetation along the bank of the millrace be preserved to the maximum extent possible.
2. That area disturbed due to construction be replanted or reseeded as soon as possible to prevent erosion.
3. That equipment used in landscaping should be restrained from entering the millrace as much as possible, other than that which is necessary to complete the project.
4. That all construction debris should be disposed of on land in such a manner that it cannot enter into the waterway.
5. The applicant is granted latitude to consider with the Public Works Department use of the existing curb cut on Franklin Boulevard which formerly served the house to the rear of the property as an alternative to the access shown on the application. Any provision with access must have the approval of the Public Works Department.[61]

Spickerman also found that the alterations to the south bank of the Millrace would include the construction of a bulk head of timbers and a ramp to be used for canoe loading and unloading and that the portion of the bank which would not be altered would be left in its natural state of vegetation, which was in blackberries. The Canoe House itself was to be built 40 feet from the bank of the millrace, with much of the site including numerous planting areas for natural vegetation. Additionally, Spickerman also found that the new Canoe House would provide a facility that improved the public's access to the millrace.[62]

The conditional use agreement for the new Canoe House, including a construction time line beginning June 1, 1981 to conclude on or before December 1, 1981, was signed on May 14, 1981, on behalf of the University by W. N. McLaughlin, University business manager.[63]

In the meantime, in April 1981, the EMU Board House Committee had solicited suggestions for a name for the new Canoe House through the *Oregon Daily Emerald*.[64] At two meetings held in late May, the House Committee considered the suggested names and selected Waterworks Canoe Co. as the name for the Canoe House, subject to EMU Board approval.[65]

The bids were opened on July 15, 1981 and the University recommended

that the construction contract be awarded to Coefficient Construction in the amount of $32,325, the lowest of the four bids on the project and under the expenditure limitation for the Canoe House project.[66]

In October 1981, Mal Fiese, Recreation Center manager, announced to the EMU staff that the new Canoe House, the Waterworks Canoe Co., construction completion was projected for November 15, 1981.[67]

Main Desk Remodel

The EMU Board established a Main Desk Committee in April 1985 with the charge to consider the objectives and goals of the Main Desk and to develop a plan for a renovation of the area. The main objectives were to increase retail sales, improve student awareness of the location and services of the Main Desk, increase the flexibility of the area, allow for some self service in addition to the demand service area and to become independent of any outside subsidy. Additionally, the committee developed a programmatic statement regarding the potential of using the small outside terrace adjacent to the Main Desk for expansion purposes. They felt that the space lent itself to an atrium design with a glass enclosure and skylight, making the area a comfortable and attractive shopping space.[68]

In April 1986, noting that the EMU Board had approved of a remodel of the Main Desk area, Jan Hosmer, EMU business manager, requested approval from the University Business Office for the transfer of $79,510 from the EMU Building Replacement Reserve account for that purpose.[69] The EMU received permission to use the reserve account for this purpose and the funds were transferred to the Physical Plant for the Main Desk remodeling project in May 1986.[70]

It was announced at an EMU Board meeting in June 1986 that the funds for the project had been approved, but the Physical Plant would not be doing the work. Rather, Robertson/Sherwood Architects would do the design work, specifications and working drawings.[71]

For a fee not to exceed $11,265, Robertson/Sherwood agreed to review the current design development of the project, confirm the program needs with the EMU user group, develop a plan to phase-in the work so the Main Desk could remain in operation during construction, prepare the final design drawings and cost estimates, prepare the construction drawings, assist in the bidding process, and administer the contract for construction.[72]

In February 1987, Morris P. Kielty, General Contractor, was the low bidder on the Main Desk remodel project, with a bid of $68,513. The bid proposal was approved by the University with a total project budget of $88,015, which included architect's fees and contingencies.[73]

Susan Racette, new EMU business manager, reported to the EMU Board at its March 9, 1987 meeting that a 90 day contract had been signed for the Main Desk remodel, to take place in two phases and be completed by May 20, 1987. The back part of the area was to be gutted and remodeled with a number of functions moving to that area. The south window wall was to be removed and an atrium area extending over the outside deck was to be built.[74]

Recreation Center Renovation

In July 1985, the EMU Board authorized a remodel of the Recreation Center Billiards Room at an estimated cost of $25,000 from the EMU Building Reserve account.[75]

Subsequent purchase orders indicated that this remodel involved new carpeting, paneling of the walls and the columns in the room, new light fixtures, the addition of paddle ceiling fans, painting and new counter tops.

Bowling Alley Conversion to Computer Lounge

In January 1985, the EMU Board established a task force to make recommendations on the future use of the east bowling alley area and the space that had been leased to Anderson's Sporting Goods Store. (Anderson's had not renewed their lease and had moved out of their space.) The recreation center manager recommended that the space be used for some other purpose and that the bowling lanes and equipment be sold.[76]

By the spring of 1985, the EMU Board recommended to the EMU administration that the east bowling center be renovated for use as a

micro-computer center.[77] This decision followed several months of deliberation by the Board's task force and consultation with the University Computer Center and with the University Continuing Education Department. David Rowe, University planner, informed the EMU that funds were available through excess funds in the Oregon State System of Higher Education student building fee sinking fund. It was determined that $92,500 would be available for building renovation purposes and $75,000 for equipment purchases. McMillan reported to the Board in August 1985 that the budget could support 35 computer stations plus printer support, and that the user group for the project would begin meeting with Robertson/Sherwood Architects to design the space. She also indicated that bids had been solicited for the sale of the old lanes and equipment. The Board approved a motion to continue with this project by a vote of 6-0-0.[78]

In February 1986, it was announced to the EMU Board that construction bids for the computer lounge would be opened on February 18, 1986, and that the renovation included space for a small store for computer supplies. The Board approved issuing an RFP[79] and a contract was negotiated and signed with Computer and Software Brokers to be the store next to the Computer Lounge.[80] The final total cost of the project was $174,235, $96,114 for construction costs and fees, and $82,121 for equipment.[81]

The Computer Lounge relied on a local area network (LAN) for the sharing of printers, software, campus mainframes and the lab management control. The main lab area and the publishing room of the Computer Lounge were monitored from the control desk by student lab attendants. The hardware available in the Lounge included 16 Apple Macintosh Pluss, ten Kaypro PC 10s and three Apple 2es, set up in homogeneous clusters of three or four computers per station. Each computer station was networked to a near letter quality printer. The Apple Macintosh was the most popular computer on the U of O campus at that time. This popularity was attributed to the graphics capabilities and the flexibility of the Mac system architecture. The publishing room in the Lounge was equipped with four Macs, one Apple 2e, and two Kaypro PC 10s networked to two Apple Laserwriter Pluss, an HP Laserjet + and an HP 7475 A Plotter. The Computer Lounge control desk was equipped with equipment to read the bar code on each student customers Photo ID card.[82]

In July 1987, the Incidental Fee Committee approved a $30,000 purchase of additional computer equipment that enabled the EMU to add to existing equipment so that the Lounge grew from a user base of 3,000 plus students to 4,000 plus students per year.[83]

By January 1988, Roy Singer, who was now managing the Computer Lounge, had set up a departmental billing system so that any University department could have a charge account, including the ASUO and EMU programs. Singer also created a Program Pass, which allowed programs and departments to purchase a pass that could be used by any member of the department. Singer indicated that the retail store, formally leased to Computer and Software Brokers, was now leased to the U of O Bookstore, where they sold computers, software and other services, including VCR rentals.[84]

Energy Conservation Project

In December 1984, following an audit of the mechanical and electrical systems of the EMU by EMC Engineers, Inc. and in response to the Physical Plant grants from the BPA and OOE for energy conservation, the EMU Board approved moving ahead with repair and replacement of a number of systems. Items listed as Safety Items included repairs to fan systems, hydronic systems, power distribution and the fire alarm system for a total of $5,950. System Protection Items included upgrades and repairs to fan systems, the hydronic system, power distribution and emergency power for a total of $50,500. Items listed as Comfort and Reliability Upgrade items included fan systems, hydronic systems and fire alarm system for a total of $17,750. The Energy Savings including hydronic systems (not included in the work to be done with the BPA and DOE grants) in the amount of $8,500 to be paid from the Building Repair Reserve, as per EMU Board action. The total of all of this work was $82,700 plus a 10% contingency for a grand total of $90,970.[85]

Building Reroofing Project

In January 1985, Bill Moore, assistant director of the University physical plant, informed McMillan that during the development of a general

"deferred mainenance" study for the University the Physical Plant was made aware of the condition of the roofing at the EMU and indicated that the University roofer advised that the life of the roofing was limited.[86]

In May 1986, the EMU received a proposal from Mac McBride of Soderstrom Architects, P.C. for professional services with regard to the reroofing project for the EMU. Their proposal was in two parts: an investigation phase and an implementation phase, the first costing $2,700 and the second costing $8,700.[87]

The EMU accepted the proposal from Soderstrom to conduct the investigation phase at a cost of $2,700, but did not accept the implementation phase at that time. McMillan specified that the recommendations resulting from the first phase should be prioritized, since the EMU could probably not afford to replace/repair all of the roofs at once. The approval to proceed on phase one was given on June 2, 1986.[88]

In May 1987, the EMU Board approved moving ahead with phase two of the EMU Roofing Project, including implementation, bidding and construction, at an estimated cost of $66,400 to come from the Building Repair and Replacement Reserve account.[89]

Miscellaneous Renovation/Refurbishment Projects

A new wall across what had been the Craft Center entrance lobby and display case area was completed in April 1980, giving the Center a "clean" room for working with fiber projects, such as weaving. It also included a small office space and a display gallery.[90]

In fall 1985, it was determined that the furniture in the Taylor Lounge needed to be completely re-upholstered because it have been declared a fire hazard.[91] McMillan contacted Carol McCarter, interior design architect, who had worked on the interior design for the Fishbowl, and asked her to consult with the EMU Board House Committee in the selection of upholstery fabric and carpeting for the lounge. Max Nixon, faculty member on the House Committee, found and recommended a carpet for the lounge that worked well with the upholstery fabric recommended by McCarter. Upholstery colors were brown tones for the overstuffed furniture and purple for the other chairs, and the carpet was a pattern that included many of the same color tones as the upholstery fabric.

In May 1988, Sandra Vaughn, EMU recreation coordinator, presented the EMU Board with a proposal to expand the Club Sports Office, using part of the hallway and part of the restroom near their office at an estimated cost of $20,343. The Board approved the proposal for space renovation and expansion on a vote of 12-0-0.[92] Due to a number of complications, including extensive asbestos in the lavatory area, this expansion did not take place, and a solution to the Club Sport's need for additional space was not solved for another two years.

In mid-1988, it was necessary to replace the burlap ceiling in the Outdoor Program office with an acoustical ceiling with wood baffles, electrical track lighting and a sheet metal border. The low estimate of three received was for $7,100. The Physical Plant had bid on the project at a cost estimate of $7,935 and Racette requested permission from the Physical Plant to proceed with the low bid. Upon receiving permission, the work was implemented and completed.[93]

In July 1989, McMillan contacted Carol McCarter to again request her consulting services, this time for assistance with the re-upholstering and carpeting of the International Lounge. At McCarter's request, McMillan sent photographs of the International Lounge to McCarter in Portland, including pictures of the wall paneling and furniture. McCarter sent specifications for upholstery fabric, carpet, and instructions on a method to refurbish the wall paneling in the original color.[94] In October, using the specifications from McCarter, the EMU sent a purchase request through the University Business Office, requesting that the project be advertised in the *Portland Journal of Commerce* and in the *Register Guard*.[95]

Future Capital Construction Project Priorities

Every two years all departments in the University were asked to provide the Campus Planning Committee with their future capital construction needs so they could be included on the University's capital construction list for submission to the State Board of Higher Education and ultimately to the legislature for funding approval. This list included projects submitted by auxiliary enterprise units as well as those funded from the general fund.

In 1985, the EMU proposed an EMU Main Floor South Alteration project. This project included remodeling the EMU main kitchen, pantries and staff areas, and the purchase of new equipment where necessary. The Dining Room, Cedar Rooms, Fountain Courtyard and Cafeteria would be remodeled and refurbished. Utility and safety improvements would be included and the loading dock would be extended and covered. This project was the EMU's first priority. The project cost was estimated at $2,112,000.[96]

In 1989, the EMU proposed a Child Care Addition and Alteration project. This project would provide for renovation of the five houses in the east campus area currently used, or proposed to be used for the EMU Child Care and Development program. It included the construction of a small addition to one of the existing structures for an infant/toddler program. This was the EMU second priority. The project cost was estimated at $601,000.[97]

Also proposed in 1989 was an EMU Ground Floor Addition and Alteration project. This project included renovation of portions of the west end of the ground floor, including the Recreation Center Desk, the Photo ID room, and the bowling alleys. It also called for the construction of a three story addition to the northeast corner of the building to provide for the expanded needs of the Craft Center on the ground floor and additional meeting rooms on the first and second floors. This was the EMU third priority. The project cost was estimated at $3,102,000.[98]

The final project proposed in 1989 was a Child Care Modules project. This project included the provision of multiple individual modules for the care of children from infants through school age and included food preparation space and administrative areas. Between five and eight modules would be constructed to accommodate child care programs for infants, toddlers, two-year olds, preschoolers and kindergartners. This project would replace the houses in east campus, rather than renovate them. This was the EMU fourth priority. The project cost was estimated at $1,092,000.[99]

All of these projects would have been funded from bonds covered by student building fees paid by all students in the State System.

Food Service Issues, Changes and New Programs

In fall 1980, a significant change was made in the University's food service catering policy. Since 1950, when the EMU opened, it had been University policy that only the union would be allowed to cater events on the campus. The only exception to that policy was that the Housing Department could cater conferences being held in their own facilities. During the 1970s, the EMU's catering services came under criticism on numerous occasions, particularly in the area of quality of service. Moseley, to whom the EMU reported, was often highly critical of the EMU's catered events, and after consulting with Dan Williams, director of Housing, decided that competition would solve the problem and made the policy decision that both the EMU and Housing could provide catering services anywhere on campus. The exceptions being that the EMU would not cater in the Housing department facilities and Housing would not cater in the EMU. A memorandum from McMillan and Williams, stating that there were now two catering services available on the campus, was sent to all deans and department heads in the University. The memo ended by stating, "We hope that this increased service for catered events will prove helpful to the University community."[100]

A number of significant changes and new services were added to the Food Service area during the 1980s. Of particular note was the addition of two satellite operations in academic buildings. The first such operation was in Lawrence Hall, the home of the School of Architecture and Allied Arts. For many years, a group of students had operated a small coffee, pastry and sandwich unit in Lawrence Hall without any actual University approval. Dean Robert Harris indicated to McMillan that when the AAA School was able to renovate and add on to Lawrence Hall the EMU would operate a legitimate food operation as a part of the school "hearth," planned as a part of the renovation. The renovation took place and the EMU began operating such a facility, with an agreement to hire as many of the students who had been involved in the prior operation as possible, and to donate a small percentage of any profit to the School for use by students.

When the new science buildings were constructed on 13th Avenue, the EMU was asked to provide a coffee bar and snack service in space

provided in the atrium of Willamette Hall. This operation, called The Atrium, was very successful from its inception.

Both of these satellite operations were staffed by student employees and supervised by the EMU Food Service production manager. In both cases, the cost of making the spaces acceptable for a food service operations were assumed as part of the renovation/construction budgets of the two facilities.

The fact that the EMU was asked to operate both of these facilities was an affirmation of the University policy that only the EMU would be involved in the retail provision of food services on the campus.

Because the Skylight Refectory food operation continued to be financially unable to sustain itself, in the spring of 1988, the EMU Board considered the possibility of contracting out the space to a private food service provider. McMillan had visited the newly renovated facilities at Arizona State University and in particular the fast food restaurant contracted as a McDonald's franchise. Upon her return, she recommended that the Board accept bids for lease of the Skylight to a fast food operation. A lengthy discussion took place at a Board meeting with many arguments both for and against such a proposal, with a number of Board members favoring leasing to a vegetarian operation or one of the local small entrepreneurs in Eugene. A motion was finally moved and passed on a vote of 7-4-2 to accept the proposal with the addition of language specifically addressing the use of styrofoam, indicating that its use would be discouraged, unless no substitute were available.[101]

In October 1988, bid packages were sent to all of the major fast food operations, including McDonald's, Burger King, etc., and ads were placed in the *Register-Guard*, the *Oregonian* and the *Portland Journal of Commerce*. The only bid received was from Carl's Jr., a franchise operation with units primarily in California, but with a desire to open new facilities in the Northwest. In evaluating the single bid, the Board was held to the bid criteria listed in the RFP, as per state regulations.[102] Though the staff recommended to the Board that in their opinion the bid met the bid criteria in a satisfactory manner, the Board rejected the bid. Some months following the EMU Board rejection of the bid, the management of Carl's Jr. filed suit against the State Board of Higher Education, the University and the Erb Memorial Union, claiming that they had satisfactorily met the bid criteria. Sometime later, the suit was settled out of court upon the recommendation of the State Board's attorney that it could be settled for less than the cost of going to court.

A year later in the spring of 1989, the EMU Board developed an RFP for a Food Court in the Skylight area. The proposal was a request to bid on the ability of a prime contractor to recruit a minimum of five vendors to occupy the Skylight space to provide a diverse array of food choices at reasonable prices. The responsibilities of the prime contractor would be to renovate the space to accommodate a "food court" type of operation, to provide appropriate liability insurance, to cover their portion of the cost of utilities and garbage collection, and to provide an onsite manager.[103] Prior to developing this RFP, discussions were held with the management of Eugene's Saturday Market, a local craft and food outdoor market, and other local food vendors to assess interest. No commitments were made at that time, but it appeared that there was sufficient interest to proceed with the RFP. The bid was advertised in the fall 1989, with bids due on November 14, 1989. Racette announced to the EMU Board, the day following the bid due date, that no bids had been received for the food court contract.[104]

Later in November 1989, during a discussion about the fact that no bids had been received on the food court in the Skylight, the EMU Board learned that Dennis Carr, EMU Food Service director, would be making a proposal that the EMU Food Service continue to operate the Skylight operation themselves, and that he would appreciate having the Board appoint a committee to work with him on ways to better service the campus community in that area. Mary Koroloff, EMU Board chair, appointed a committee of Board members to work with Carr, with Asoka Diggs as the committee chair.[105]

Renewed and New Lease Operations

In May 1982, the EMU received a request from Harvey Fox of Anderson's Sporting Goods for relief in their rental payments due to reduced revenue in their store in the EMU. Schutz responded that the EMU could not reduce the minimum rental of $475 per month for the life of the contract because budgets were based on the assumption that at

least the minimum rental would be received. He indicated, however, that the 7% of gross over the minimum could be eliminated, allowing Anderson's to keep the excess over the minimum rental as compensation for the bad times they were currently experiencing. Schutz prepared an addendum to their contract to that effect.[106]

By 1987, Anderson's had vacated their space and the EMU Board authorized leasing the space, after remodeling, to Footnotes. An addendum was prepared to their contract increasing their rent from $.25 per square foot to $.50 per square foot beginning September 1987.[107] However, due to an asbestos abatement problem in that space, the Board was not able to fulfill their contract with Footnotes in time for them to occupy the space in September. The Board agreed to reduce their rent for the entire school year to $.35 per square foot, and agreed to allow them to use the conference room in Suite 3, in the interim.[108]

In 1983, the EMU Board House Committee heard a request from the *Oregon Commentator*, a conservative student newspaper, asking to lease office space in the EMU. The committee approved the request and instructed McMillan to negotiate a lease with Dane Claussen, publisher, for the lease of Room 203.[109]

During summer 1984, the Summer EMU Board approved remodeling of the TV Room and its exterior wall to provide space for an exterior ATM machine.[110] The full EMU Board approved the remodel and accepted the bid from Far West Federal Saving and Loan to operate the ATM. The bank paid all installation costs and agreed to pay rent over the three year lease at $2,500 the first year, $3,000 the second year, and $3,500 the third year, plus a small amount for utilities. Just after Far West Federal Savings and Loan renewed their lease for an additional three years, in 1987, they were purchased by Willamette Savings and Loan and the contract for the ATM in the EMU was successfully transferred to Willamette.[111]

In seeking additional revenue sources, the EMU Board again considered the possibility of leasing space to a travel agency. In April 1985, the Board passed a motion to proceed with bid specifications for a Travel Desk/Center in the EMU to be placed in an alcove at the west end of the Concourse on the main floor. In October 1985, Jan Hosmer, business manager, reported that Valentine Travel's proposal for a travel desk had been approved and would be located in the alcove near the Craft Center

display case at the west end of the concourse and the corner of the Fountain Courtyard. The installation was expected to be completed by November 15, 1985.[112]

The U.S. Post Office continued to lease their space in the EMU. In 1982, they negotiated a five year lease extension for the University Station in the EMU from April 1983 to April 1988 for an annual rental fee of $8,916.[113] And again in 1987, the Post Office extended their lease for another five years from April 1988 to April 1993, for an annual rental fee of $9,600.[114]

With the Baskin Robbins Ice Cream store lease to be up on January 20, 1981, the EMU Board approved an EMU House Committee recommendation to send out bid specifications to ice cream stores to continue the same use of the space.[115] Baskin-Robbins successfully bid to retain their lease on the space.[116] In 1983, Baskin-Robbins asked to be let out of their lease for the breezeway ice cream store and the EMU Food Service expressed interest in using the space for an ice cream/coffee shop. The EMU Board House Committee voted to release Baskin-Robbins from their lease, effective December 1, 1983, and gave tentative approval to the Food Service to use the space for a food related revenue source.[117] Ultimately, the EMU Food Service created the Breezeway Café, serving coffee, pastries and ice cream.

Photoworks, a film developing, equipment sales and supplies company, leased space from the EMU Main Desk. In April 1986, Rick Hahn, their manager, proposed to the EMU Board that he be allowed to rent video tapes in addition to his photo processing and supply desk because he was not making a profit. After a good deal of discussion, the Board voted to not allow the rental of video tapes. Hahn announced that he would not renew his lease when it came up and that Photoworks would close during the summer. The Board decided that the space occupied by the photo operation would be considered as a part of the up coming remodel and expansion of the Main Desk space.[118]

In July 1987, bids were advertised for lease of the 850 square feet of space in the EMU for operation of small store selling, but not limited to, computer supplies. This was the space that had been occupied by Computer & Software Brokers, who did not seek to renew their lease. The bid specifications indicated that no food items would be acceptable

for sale in the store.[119] The bid was awarded to the U of O Bookstore because of the better rent proposed and the product mix to be provided for sale/rent.[120] The terms of the lease with the Bookstore were for a three year period, beginning September 1, 1987 and ending August 31, 1990, for Room 20B plus 342 square feet of storage space, and included an option to extend the lease for two additional extension terms of one year each. The rental terms were for a base rent of $425 per month or 1.5% of the first five hundred thousand of net sales per year and 1% of net sales over five hundred thousand per year, whichever was greater. The terms also included rental of $50 per month for the storage space. Additionally, the Bookstore agreed to not stock nor attempt to sell any merchandise or service that was currently being provided by the EMU Main Desk Store.[121]

In July 1988, the EMU signed a letter of agreement with the U of O Bookstore to sell school supplies in the EMU Computer Shoppe and to sell supplies at their cost to the Main Desk Store—thus supplies would be sold at both stores. The agreement was for a one year period, so that the financial impact on the Main Desk Store could be evaluated, since it was essential that the Store remain a profitable enterprise.[122]

Throughout the 80s, the EMU continued to lease the third floor office spaces to the *Oregon Daily Emerald*.

1980s Major Staff Changes

As a result of retirements and resignations, a large number of major staff changes occurred in the 1980s.

Bob Schutz left the position of business manager in order to take a similar position at the new Hult Center for the Performing Arts in Eugene. He would be working for Richard C. Reynolds, former EMU director, who left the director position at the Portland Memorial Coliseum to become the first director of the Hult Center. In 1981, following a regional search process, E. Janis Hosmer, who had been the business manager of Kaufman's Department Store in Eugene, was selected to replace Schutz as business manager of the EMU.

Dorine Duval, who had been the original reservations secretary/scheduling officer for the EMU retired in 1980. Duval, hired by Richard

C. Williams, first EMU director, had been instrumental in setting the policies and standards for the reservation of rooms, the scheduling of conferences, and all issues related to scheduling of facilities on campus. Following a standard classified search process, Virginia Anderson was hired to replace Duval as scheduling officer in April 1980.[123]

A successful search was concluded in August 1980 to hire a new assistant oordinator of the Outdoor Program to replace Bruce Mason who had been promoted to the position of coordinator. It was announced to the EMU staff that Keith Nelson would begin work in that position beginning on August 25, 1980.[124]

When Wanda Venteracchi left as coordinator of CCDC and Rachelle Katz left as the director of the EMU Drop In Center, the two positions were combined. It was felt that combining the two coordinator/director positions would lead to more effective leadership and a more efficient operation of both CCDC and the EMU Center. Following a regional search, the position of child care coordinator for all of the EMU's child care programs was filled by Mary Curtis Gramley. Gramley had extensive experience working with early childhood education programs. Gramley was with the program until 1984, when she was replaced by Mary Ann Doan. Doan was child care coordinator for two years until 1986. Following Doan's resignation in 1986, Dennis Reynolds was hired to replace Doan. Reynolds had been a teacher in the centers since 1977, bringing many years of experience to the position.[125]

In January 1984, Dexter Simmons was hired to replace Mal Fiese as the manager of the Recreation Center and later took on the responsibility of managing the new Computer Lounge that replaced one of the bowling centers in the EMU.[126] Simmons left the position of Recreation Center manager in 1987, and was replace by Sue Pedersen, who began in the position on August 1, 1987.[127]

As a result of the decision to create a technical services unit in the EMU to replace the services that had been formally provided by Media Services in the University Library, Mike Kraiman was hired to fill the newly created position of Technical Services manager in fall 1985. Kraiman had been a student employee in the EMU working in this area prior to his assuming the full time position. At the same time that his appointment was announced, it was also announced that new audio

visual equipment had been purchased by the EMU and would be available for student and faculty use in the EMU.[128]

Also in fall 1985, two new staff were hired to fill positions in the Program Consulting Office, working with the Cultural Forum and other student activities. Linda Dievendorf, who was the clerical specialist in the office was promoted to replace Sheila Nice as the program advisor for that area, and Debby Martin was hired to replace Dievendorf as the clerical specialist for the Program Consulting Office.[129] Both Martin and Dievendorf had begun their union careers working in the EMU at the Main Desk Store.

In 1985, Duane Partain replaced Jim Covington as the Food Service director for the EMU. Partain came to the EMU with extensive experience in the private sector in the hospitality industry. Partain was replaced as Food Services director by Dennis Carr in 1988, when Partain decided to enter a doctoral program at Washington State University. Carr also came to the University with extensive experience in the private sector, particularly in the fast food business.

Jan Hosmer retired as EMU business manager in the summer of 1986 and following the usual management service search process, Susan Racette was hired to replace Hosmer. Racette came to the University with a Master's Degree in public administration and with accounting and management experience in both the private and public sector. Hosmer continued in part-time employment with the EMU, working on designing computer programs for various of the EMU's functions.

EMU Self Study

In fall 1987, at its fall term retreat, the EMU Board agreed to have McMillan order a copy of the "College Union Assessment Model" (CUAM) from the Association of College Unions—International (ACU-I). The Model had been prepared for ACU-I by Dr. Phillip C. Chamberlain of Indiana University for use as a tool for member unions to use in conducting a "self-study." Subsequently the Board agreed to engage in a self-study based on the CUAM and on March 8, 1988, EMU Board Chair Matthew Smith appointed a Self-Study Team. The members of the team were: students Karen Gaffney, Tim Goss, Lisa Nichols, Cliff Pfenning, Kristin

Teigen and Christine Wilson; Fred Babcock, Housing Department; Gregg Lobisser, Student Affairs staff; and Frank Geltner, Linda Dievendorf, Keith Nelson and Sue Pedersen, EMU administrative and program staff.[130]

The Self-Study Team met weekly through June 1988 and completed its final report to the EMU Board in November 1988. In preparing for the study, the team reviewed a number of documents including: several articles by Chamberlain; the EMU Purpose Statement; ACU-I's "Role of the College Union;" the U of O Self-Study Report of 1977 and the U of ● Self-Evaluation Report of 1987; and a Long Range Planning document prepared by McMillan in January 1988.[131]

The team ultimately rated the nine variables or functions in the CUAM with a scale range of 1 for "inadequate" to 9 for "excellent." The team agreed that rating of 5 was considered "adequate," with a rating of 7 being "above average." For the variables that focused on the EMU's strategic performance, the team rated them as follows: Mission—5.6; Program—6.98; Leadership—6.8; Structure—6.3; and Resources—5.1. For those variables that focused on campus/community relations, the team rated them: Enabling—6.2; Functional—6.0; Normative—6.0; and Diffused—5.7. The overall rating for the strategic performance list was 6.2 and the overall rating for the campus/community relations list was 6.00. The overall rating for all variables was 6.00—above "adequate" but below "above average."

Following their ratings, the team made numerous recommendations that in their opinion would improve the variable ratings. Some of those recommendations included: having the Vice-chair of the EMU Board be responsible for an annual review using the self-study as a starting point; finding some way to get a profile of the EMU's constituency on a regular basis and finding out what constituents want from the EMU; conducting an annual survey for answers to specific questions; creating an alumni member and an administrative member on the EMU board for better communication; hiring a person to serve as a marketing director/coordinator; developing an image of the EMU as a presence on campus; maintaining the empowerment of students; having a more formal mechanism for program evaluation and review; supporting the proposal to renovate the part of the EMU that included the Dining Room, Fountain Courtyard, Cedar Rooms, Kitchen, etc.; contracting

out the Skylight; investigating alternative sources of funding; modifying the budgeting process, including the possibility of creating an EMU fee (similar to the Health Center fee); engaging in more long range planning for the building and the programs.[132]

The report also suggested that: the Skylight Dining spaces be renovated to provide additional study and dining space, perhaps by removing the large booths and replacing with more tables and chairs; the International Lounge be refurbished; professional help be sought to assess overall space needs in the building; a future satellite building be considered to relieve space needs; a recreation facility was needed for the campus as a whole; consistent signage was needed throughout the building; a study of the feasibility of continuing the bowling program be conducted; additional bicycle parking was needed; and the heat problem at the newly renovated Main Desk, created by the installation of the new skylight, needed to be corrected.[133]

Upon receipt of the self-study report, the EMU Board and staff used the results of the report for future policy decisions and long range planning.

EMU Programs During the 80s

The Program units within the EMU structure remained relatively unchanged in structure during the 1980s. The major programs were still the Cultural Forum, Club Sports, the Outdoor Program, Craft Center and the Child Care Centers. Additionally, the Recreation Center continued to program tournaments and became the campus coordinator of the University's participation in ACU-I's College Bowl program.

The following sections describe some of the key events and issues in the various programs during the decade.

Club Sports

In 1980-81, Club Sports had 18 clubs as a part of their program. Thirteen of the 18 clubs were coed. Approximately 405 individuals participated in the 18 sports and were involved in 128 intercollegiate games, tournaments, etc. The program continued to operate with one full time professional program staff person and one support staff.[134] The success of the program

relied extensively on student participation and volunteer coach participation in the administration of the overall Club Sports program.

46. Club Sports: men's soccer team in Autzen Stadium, c. 1980.

By 1987-88, Club Sports had grown to 19 sports clubs and continued to provide students, staff and faculty with the opportunity to participate in sports at a competitive level in a program designed to meet the athletic needs that were not being met by the existing athletic and intra-mural programs on the campus. The program continued to stress participation in competition rather than winning and continued to be open to all skill levels. Many of the clubs offered instruction in addition to opportunities to compete inter-collegiately.[135]

The Club Sports office provided assistance with ordering supplies and equipment, scheduling facilities, managing and developing budgets, secretarial assistance, assistance with fund raising, scheduling games and coordination among the clubs. The clubs' budgets supported regional travel (Oregon, Washington and Northern California), some support for national competition, when feasible, and each club was required to raise at least 10% of their budget through fund raising activities. Some clubs raised substantially more than the required 10%.[136]

Outdoor Program

During school year 1980-81, the Outdoor Program facilitated numerous outdoor off-campus activities including backpacking, day hikes, canoeing, kayaking, rafting, bike touring, nature photography, rock climbing, mountaineering, ski touring, and winter camping. These activities amounted to 430 trips, involving 2,550 participants and 7,700 user days. The trips ranged from day trips to multi-week expeditions. Outdoor Program on-campus activities involved speakers, films, slide shows, instructional sessions, environmental action projects, equipment swaps, kayak pool sessions, safety sessions and environmental conferences and symposiums. These programs amounted to 73 scheduled activities, with a total estimated attendance of 17,000—attendance ranging from 5 to 750 individuals, depending on the event.[137]

47. Outdoor Program: bike touring, c. 1985.

In addition to the Outdoor Program's on and off-campus activities, much of its value to the University community was found in the resources

available in the Outdoor Program Room in the EMU. These resources included map files, equipment catalog files, outdoor magazines, a Memorial Library, a skill resource file, Used Equipment Board, Future Trip [sign-up] Board, a Trip-of-the Week Board, wildlife resource file, wilderness resource file, color slide sorting boards and an audio-visual production room for producing slide shows.[138] Additionally, the Outdoor Program offered a raft rental program out of its raft storage facility in the basement of Hendricks Hall, across the street from the EMU.

Issues facing the Outdoor Program as it moved into the 80s were expressed by its coordinator, Bruce Mason, in an article that appeared in the Outdoor Program's publication, *Free Country Times*, in winter term 1981. He expressed concerns about the national attitude swinging to the right, a shift of individual behavior patterns in the late 70s toward a more selfish attitude with few individuals willing to volunteer for projects and work. The Outdoor Program had begun in a time of a desire to participate in cooperative activities that initiated new concepts of leadership, individual responsibility, liability and common sense. Mason feared that the trend toward more selfish attitudes might be detrimental to the Program's philosophy and work ethic. On the other hand he noted that, with the current recession, there was still a desire for low cost outdoor recreation opportunities and that there was still an apparent human need for adventure. He expressed concern for an overemphasis on the number of trips and activities rather than the quality of the experience.[139]

In the fall term 1981, Mason, on his term off, led a group of University and community participants on an expedition to Nepal, titled the Himalyan Whitewater Expedition. The group ran 300 miles of the Karnali River, a first time event, and Mason pronounced the expedition a success. He and others created an outstanding slide presentation of the trip, which was widely seen throughout the community and elsewhere.[140]

Throughout the 1980s, it was apparent that the Outdoor Program was in need of additional space, in particular space for trip preparation, launching and return, and for the storage of equipment and vehicles. Additionally, the University wished to use the basement of Hendricks for other purposes, thus the Outdoor Program needed to find an alternative for their raft and kayak storage needs. By late 1989, as result of approval on the University's capital construction list for auxiliary enterprise

facilities, the Program was able to begin the planning process for a new Outdoor Program Trip Facility. (See Chapter XV)

Craft Center

From its modest beginnings in 1974, the Craft Center had become a fairly large and very successful EMU program by 1980-81. During the four terms of the school year, the Craft Center sold a total of 970 student term passes, 154 faculty/staff term passes, 136 alumni term passes and 134 community member term passes and 1,102 individual day use passes. Additionally, 1,099 individuals participated in Craft Center workshops.[141] A few examples of the workshops offered during winter term 1980 were: Glaze Techniques, Silkscreen, Platinum Printing, Bookbinding, Basketry, Hand Built Ceramics, Frame Loom Weaving, 4-Harness Weaving, Calligraphy, Origami, and children's workshops in ceramics and batik.[142]

48. Craft Center: carving woodblocks for print making, c. 1983.

In addition to workshops and day use, the Craft Center also sponsored visiting artists, lectures, films and demonstrations. Yearly, they co-sponsored the Christmas Craft Faire with the Cultural Forum,

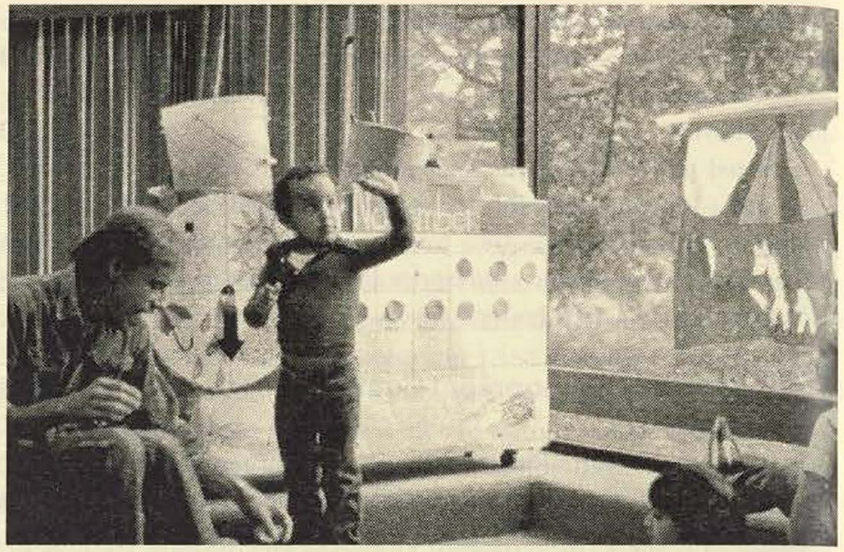
exposing students to local area artists and craftspeople. Additionally, the Center held an annual exhibition of work by its own student staff and instructors, a forum for inventive and new ideas, titled the Family Album Show.[143]

As noted previously, by the late 80s, the Craft Center was noticeably in need of additional space for its programs. The EMU Board approved placing a capital construction project on the University's capital construction list for auxiliary enterprise facilities that in a future biennia could increase the Craft Center's space.

Child Care and Development Centers

In 1980-81, the Child Care and Development Center on Moss Street served 110 children from 102 families—80 student families, three faculty/staff families and 19 community families—in fall term. By spring term this rose to 117 children, 112 families—86 student families, eight faculty/staff families and 18 community families. The program provided experience for from four to seven practicum students through the ESCAPE program and other academic practicum programs. Additionally, the centers participated in four research projects: a College of Education traffic study; a Health, Physical Education and Recreation study on the relationship between social development and gross and small motor skills; a Psychology Department study of gender discrimination in children; and a School of Music study, two projects related to teaching music in elementary and early childhood education.[144]

In the same school year, the EMU Child Care Center, located in the east addition to the EMU, served 61 children from 58 families—54 student, six faculty/staff and four community—in the fall term. This rose to 80 children from 71 families—56 student, 12 faculty/staff and nine community—in the spring term 1981. The EMU Child Care Center also participated in four research projects: a College of Education traffic study/sign awareness study; an English Department observation by an English composition class; an Architecture Departement study of space/layout/and design project; and a School of Music project in which children participated in a "Music for Teachers" class.[145]



49. EMU Child Care Center, c. 1984.

In the 1987-88 *EMU Brochure*, the Child Care and Development Centers were described as six state certified sites, offering six different programs to meet a variety of parent needs.[146] The brochure also pointed out that parents were encouraged to be involved in the centers both as volunteers in the programs and in the decision making about policy for the centers through the Parent Council. Additionally, the centers offered child care on a catered basis for special events sponsored by University student organizations.[147]

As noted for other EMU programs, the 80s were a time when the child care centers realized that their facilities were in gross need of repair, restoration or replacement, specifically the houses on Moss and Villard Streets. Recognizing that fact, in the late 1980s the EMU Board placed a replacement capital project on the University capital construction list for completion in a future biennia.

Cultural Forum/Program Office

In 1980-81, the Cultural Forum and the Program Office divided their program responsibilities into four major areas: Program Committee Events, Contemporary Issues Programs, Film Programs and Folk Concerts. Program Committee Events consisted of entertainment for the weekly Beer Gardens, Noon Gigs, Jazz Gigs, dances, Fishbowl concerts, and entertainment for the Christmas Craft Faire. Contemporary Issues programs consisted of Mac Court lectures, Ballroom lectures, and a two-day conference. Film Programs consisted of feature films, film-lectures, film workshops, films for the Women's Symposium, and literature lectures. The Folk Concerts area encompassed Ballroom concerts, the annual Willamette Valley Folk Festival, and dances. All of these areas were headed by student coordinators, who utilized additional students assistance when needed.[148]

50. Cultural Forum: Mac Court concert—The FIXX—Phantoms '84 Tour.

Some examples of programs sponsored by the Cultural Forum in fall term 1980 were: Toshiko Akiyoshi/Lew Tabackin Big Band, Kenny Rankin, the Erick Hawkins Dance Company, Gloria Steinem, Michael Murphey and the Mission Mountain Wood Band, Richard Brautigan, and Maynard Ferguson.[149] They also sponsored a major concert by Jackson Browne in 1981.[150]

Dr. Caldicott is a pediatrician, author and lecturer. She is a long time critic of nuclear armaments. Married, mother of three, she is founder of Physicians for Social Responsibility & Women's Action for Nuclear Disarmament & President Emeritus of Physicians for Social Responsibility.
EMU Cultural Forum
&
Women's Action for
Nuclear Disarmament
presents
DR. HELEN
CALDICOTT
THURSDAY, OCTOBER 18th
LUNCHEON—12:00
"The Politics of Survival — Action '84"
Black Angus Restaurant
2133 Franklin Blvd.
$5
Buffet lunch —
begin serving at 11:30
Buy tickets at Marketplace Books
at 5th Street Public Market.
or EMU Main Desk.
EVENING LECTURE—8:00 p.m.
"We the People — A Prescription
for Ending the Arms Race"
EMU Main Ballroom
University of Oregon
FREE
2nd Annual Pauling Lectures

51. Cultural Forum: Lecture by Dr. Helen Caldicott, c. 1989.

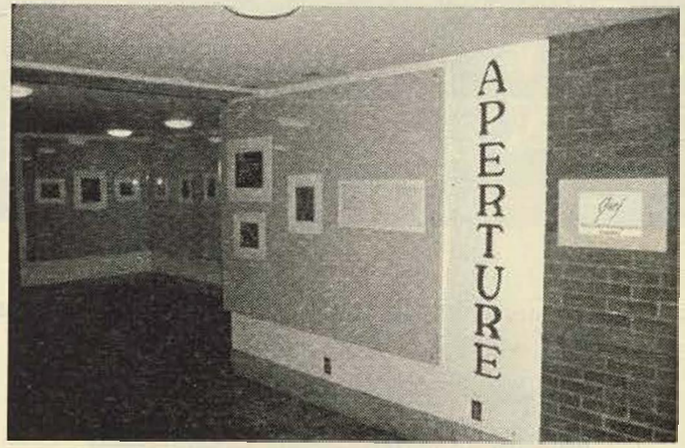
According to the 1987-88 *EMU Brochure*, by the mid-80s the Cultural Forum was divided into seven program areas: Contemporary Issues, Film and Video, Small Concerts, Heritage Music, Popular Music, Performing Arts, and the Cultural Forum Events Crew. Contemporary Issues and Film/Video consisted of mainly the same kind of programs as earlier in the decade. Small Concerts assumed the responsibilities of the Program Committee. Heritage Music replaced the Folk Music area of programming and Popular Music included both jazz and popular concerts to satisfy a wide variety of musical tastes. The Performing Arts area included dance, mime, theatre and comedy acts. The Events Crew worked with the Cultural Forum to provide experience in stage work, security, ushering and other event related activities.[151]

52. Cultural Forum: Lecture by G. Gordon Liddy, EMU Ballroom, c. 1985.

The Cultural Forum/Program Office had discontinued hanging art exhibits in the 2nd floor gallery due to issues of theft. However, in April 1980, the Program Office requested permission from the EMU Board to create a photo gallery in the alcove in the 1st floor lobby just behind the elevator. The Board approved their proposal[152] and in the spring of 1981 solicited names for the new gallery through an article in the *Oregon Daily Emerald*. After several meetings the EMU Board House Committee recommended naming the new photo gallery, the Aperture Gallery and the full Board concurred.[153]

53. Cultural Forum: Willamette Valley Folk Festival, c. 1985.

54. EMU Art Gallery: photo exhibit, c. 1985.



55. Aperture Gallery—Cultural Forum photo gallery, c. 1985.

Recreation Center

In 1980-81, the Recreation Center hosted 650 students in bowling classes and 70 students in canoe classes through the P. E. Department during that year. Additionaly, students bowled 31,084 games, played 8,085 hours of billiards, 278 hours of tennis plus 294 hours of shuffleboard; 4,155 hours of canoe rental for use on and off the millrace; and 446,693 games were played in the Arcade, one of the only profit making activities in the Center. The Center sponsored tournaments in bowling, billiards, backgammon, foosball, table tennis and frisbie. A total of 395 individuals participated in the various tournaments.[154] Despite all of these activities, the Recreation Center ended the 1980-81 fiscal year with a loss of $23,141.[155]

The 1987-88 *EMU Brochure* indicated that the Recreation Center had undergone several remodels and had a new look. It noted that the newly remodeled billiards room was complimented by music and sports videos, and that the bowling center had a fresh look with new paint, new carpet, refinished lanes and a new Century 100 lane conditioner that would help make the lanes a high quality facility. The brochure also indicated that the Recreation Center had again teamed up with RIM (Recreation and Intramurals) to promote bowling leagues and other tournaments. Additionally, the center assisted the Club Sports Bowling Team with their practices and activities. Also noted in the brochure were the activities available through the Waterworks Canoe Company on the Millrace, offering both canoe and kayak rentals for use on and off of the Millrace. The Recreation Center was also equipped to serve the special needs of handicapped students.[156]

Student Activities Resource Office

In the spring of 1982, Frank Geltner, University program consultant, held a student activities retreat attended by 34 students and Student Affairs staff members. The retreat participants developed several student activities models that called for such things as: a program resource index; library resources; conflict resolution; organizational development;

program planning and evaluation; coordination of leadership training; equipment sharing, etc.[157]

Responding to the issues raised in the retreat, Geltner proposed that the currently unoccupied space located next to his office in Suite 1 be utilized for a Student Activities Resource Center. Eleven students, representing a number of ASUO agencies both from Suite 1 and other offices, signed a petition directed to the EMU Board House Committee asking that they not approve Geltner's proposal. They raised two main issues: the space was to be used by an administrator only indirectly accountable to students, representing an encroachment on student control of student programs; and if the space was to be merely an extension of the existing Program Office located in Suite 2, they saw no reason for a change in location.[158]

The final resolution was that the offices in Suite 1 and Suite 2 were referred to as the EMU Programs and Campus Activities Office. During the 1982-83 school year the office operating out of Suite 1 was a part of a joint venture between the EMU and the ASUO. The office in Suite 1, in addition to housing the University program consultant also served as a reference and resource area for student organizations, especially those that did not have assigned office space in the EMU. During the same year, Gelnter facilitated a program consulting team that included the ASUO vice president for program development, the ASUO executive coordinator, the ASUO secretary and the ASUO receptionist, the EMU program advisor and the EMU program assistant. According to the *EMU Brochure* for 1982-83, "This program consulting team [would] work together to assist student leaders, student organizations, and other members of the University community in need of services."[159]

By 1987-88, the originally proposed name of Student Activities Resource Office (SARO) was in place. The 1987-88 EMU Brochure indicated that one of the functions of the resource office was "to provide the EMU and the University with a program consulting staff whose function it [was] to act as resource persons for any type of programming. The office [was] designed to facilitate program development at any level and to provide the important function of continuity and coordination between the University, community and students."[160] In addition to Geltner, the staff for the Student Activities Resource Office were listed as Linda Dievendorf, program advisor, and Debby Martin, program assistant. Though Dievendorf and Martin worked primarily with the Cultural Forum out of Suite 2, they were also considered a part of the resource team in the Student Activities Resource Office.[161]

Some of the services offered by the Student Activities Resource Office were: dissolving red tape; organizing better meetings; planning programs; film programming; executing agreements and contracts; exploring fund raising ideas; sharing information on Parliamentary Procedure; providing assistance with sound, lighting and other technical needs, etc.[162]

By 1987-88, the Student Activities Resource Office also coordinated the Visual Arts program for the EMU. The visual arts coordinator, a student position, was responsible for the Undergraduate Art Show, the Pacific Northwest Art Annual, the Visual Arts Speakers Program, the EMU Gallery, the Aperture Photo Gallery and the EMU permanent art collection.[163] As a result of the Ballroom Level Improvements project, completed in 1986, the EMU Art Gallery had become a fully function gallery again.

College Bowl

During the 80s, the EMU began to sponsor the Association of College Unions—International College Bowl program at the University. Originally, the program was sponsored by the Housing Department and involved only teams from the residence halls. When the EMU became involved the program was broadened to include any team of University students who wished to participate. Sandra Vaughn, EMU recreation and Club Sports coordinator, acted as the coordinator for the College Bowl program, assisted when necessary by other staff and student volunteers. In 1985, the winning College Bowl Team from the University went on to win the Regional championship and participated in the national College Bowl Tournament at Emory University. In a letter thanking President Olum for his support, Jeff Osanka, University College Bowl Team representative, indicated that the University team tied for 25th place with a 6-9 record, beating such schools as UCLA, the University of Maryland and the University of Texas at Austin. He noted that the University distinguished itself at the tournament and had received favorable publicity from several

radio stations, both major state newspapers, two papers in Atlanta and Portland's KOIN-TV.[164]

Print Shop/Campus Copy Center

In August 1981, it was announced at an EMU Board meeting that the Manager of the EMU Print Shop had resigned, effective August 22, 1981. Because the Print Shop had not been a financial success in recent years, consideration was given to the possibility of putting the space out for a bid from a private contractor. A more substantial report on the matter was to be given at a future Board meeting.[165]

Because the University Printing Department also offered copying services and because they were very cramped for space in Allen Hall, conversations were held between that department and the EMU that ultimately led to the Print Shop space being leased to the University Printing Department and the name changed to the Campus Copy Center. While the Print Shop was limited to providing services to student organizations and individual students and faculty, the Campus Copy Center was also available for orders from University departments.

In the 1987-88 *EMU Brochure*, the Campus Copy Center noted that their specialty was the printing of course packets for individual faculty members, which they supplied at the lowest price in the area. They also did any type of copying, collating, stapling, folding, plastic comb binding, mailing labels, transparencies, reproductions and enlargements, punching and provided coin-operated self-service machines for those who preferred to do their own copying. The Copy Center used the latest in Zerox technology, did copies "while you wait," and had no minimum charge.[166]

EMU Directors' Plaque

In January 1985, the EMU Board ratified a recommendation of the EMU Board House Committee to accept the gift of a bronze plaque to commemorate the date that the EMU opened and its former directors.[167] Richard C. Williams, the EMU's first director, spoke with McMillan and

indicated a willingness to donate such a plaque because he felt that from a historical perspective the names of the directors should be listed in a public space, honoring their years of service.

The plaque was ordered by Williams and when finished it was placed on one of the brick pillars in the hallway outside the Taylor Lounge.

Moving of Donald M. Erb's Portrait

It was announced at an EMU Board Meeting in 1986 that the portrait of Donald Erb had been moved from the space at the top of the Memorial Stair going to the Ballroom to the southern brick wall in the lst floor lobby, and that the building directory had been placed on the wall facing EMU east in the correct orientation.[168] These moves were necessary to accommodate the new signage at the top of the Memorial Stairs, a part of the Ballroom Level Improvement project.

Renaming Meeting Rooms

In the fall of 1985, the EMU Board House Committee took up the subject of naming meeting rooms that had just numbers, e.g. 167, 101, 110 series, 200 series, etc. They were particularly interested in using tree names for room names.[169] Ultimately the Board approved naming the 110 series the Cedar Rooms 1 through 4, Room 101 was renamed the Walnut Room, and Room 167 was renamed the Fir Room. In 1986, upon completion of the Ballroom Level Improvements project, the 200 series rooms were named the Maple and Oak Rooms and the Dad's Room was renamed the Gumwood Room because of the extensive use of Gumwood paneling in the Ballroom, lobby, and Dad's Room.

MEChA Mural

MEChA, the Hispanic student organization, made a proposal to the EMU Board in November 1989 regarding a mural they had commissioned. They requested that the Board accept the mural as a part of the EMU

permanent art collection and that it be hung on the brick wall above the display case on the Mezzanine Landing of the Memorial Stairs leading to the Ballroom. They also asked that the Board understand that if some future Board did not want this gift, the mural would be returned to MEChA. Following discussion, the Board approved a motion to place the mural on the stairway as proposed by a vote of 12-0-1.[170]

Involvement in the Association of College Unions-International (ACU-I)

McMillan participated in a panel discussion at the 1980 Association of College Unions—International conference in Minneapolis, MN, titled "Re-energizing Ourselves: How to Stay Alive and Alert in this Field after Forty."[171] At the 1981 annual conference in San Francisco, McMillan participated in a panel discussion titled, "Visions, the Future through the Eyes of the Past.[172]

Also in 1981, ACU-I awarded an honorary membership in the Association to A. L. "Si" Ellingson, the second director of the EMU. McMillan had the privilege of making the presentation to Ellingson, noting that it was fitting that he receive his honorary membership in the city of San Francisco where he served as ACU-I president nearly twenty years before.[173]

At the same 1981 annual conference, McMillan assumed the presidency of the Association, having served the prior year as president-elect. She was the second women to be elected to this position, and the second director of the EMU to serve as ACU-I president. In her presidential address to the San Francisco conference, McMillan addressed both the internal concerns of the association and her vision for the next two years. Regarding her vision of the next two years of the association, she announced that the association would sponsor the "Year of the Arts," beginning at the Dallas, Texas conference in 1982 and culminating at the Hot Springs, Virginia conference in 1983. She ended her address by quoting from Romain Rolland's *Musicians of the Past*, "The political life of a nation is only the most superficial aspect of its being. In order to know its inner life, the source of its action, one must penetrate to its soul

by literature, philosophy and the arts, where are reflected the ideas, the passions, the dreams of a whole people."[174]

In March 1987, it was announced that the University of Oregon would host the fall 1987 Regional Conference of ACU-I with Frank Geltner as Conference Chair, and that the University of Oregon had hosted the 1987 regional Recreation Tournament and the 1987 regional College Bowl Tournament.[175]

Also in 1986-87, Geltner assumed the chair responsibilities for the ACU-I Committee on Computer Applications, a new committee reflecting the burgeoning use of computers for a variety of applications in college unions throughout the country.[176]

At the 1987 annual ACU-I conference held in Boston, McMillan was awarded the Butts—Whiting Award, the highest award in the college union field. It was established in 1967 "to recognize and honor outstanding leaders in the Association of College Unions-International." The award was presented to McMillan by John Corker, Southern Illinois University-Carbondale, who had been a classmate of McMillan's at Whitman College in the 1950s.[177]

In fall 1988, Geltner began a two year term as the ACU-I regional representative for Region 14, which included the states of Oregon, Washington, Idaho, Alaska and Montana and the Canadian provinces of British Columbia, Alberta and Saskatchewan.[178]

Nineteen-eighty nine was the 75th anniversary of the founding of the Association of College Unions-International. As a part of the 75th celebration, ACU-I published a hard bound book titled *College Unions: Seventy-five Years*, which was edited by McMillan and Nancy Davis, the Association editor. The book included several sections, including: a photo album of college union architecture, edited and authored by McMillan; a detailed history of the Association's last 25 years authored by McMillan; and a decade-by-decade review of the college union movement authored by nine college union professionals.[179]

CHAPTER XIV

EMU BALLROOM LEVEL IMPROVEMENT PROJECT

Program Statement and Early Planning

In March 1981, McMillan, on behalf of the EMU Board, forwarded to David Rowe, University planner, a program statement for a remodel of the Ballroom level of the EMU including the Art Gallery, the Dad's Room and the 200 series meeting rooms for possible inclusion in the University of Oregon 1983-85 Capital Construction Priority Listing. She noted that all of the funding for this project would come from auxiliary funds. McMillan indicated that "since it is obvious that the University has no plans to build an auditorium, these alterations would provide the institution with a much needed alternative to such an undertaking."[1]

The project gained approval from the Campus Planning Committee and the University President and appeared on the Tentative Listing of Institutional Requests for capital Construction for 1983-85, Oregon State Board of Higher Education. Under the description of projects for the University of Oregon, using cost estimates at the January 1982 price level, the Erb Memorial Union Ballroom Level Improvements project was listed with an estimated cost of $1,405,000 and described as follows:

> When the Ballroom was build in 1950, few of the public functions for which it now used were contemplated. Consequently, many of the events currently presented are stage with inadequate or substandard technical support. Improvements proposed within this project include electrical and sound systems, new hardwood flooring, acoustical treatment, means of darkening the room, new seating and seating handling equipment, lighting and ventilation and a more efficient means of providing food service, such as for banquets, from the Main Level kitchen.[2]

In November 1983, McMillan assembled a Ballroom Renovation User Group, approved by the EMU Board, and scheduled the first meeting of the group for November 14, 1983. Facilitated by University Planner David Rowe, the User Group used the University's standard planning process including appropriate patterns from the pattern language in making decisions about the various elements of the program.[3]

Selection of Architects and Design Consultants

In October 1984, the University received authorization from the State Board Office to advertise for the professional services of an architectural firm to provide services for the Ballroom Level Improvement project.[4]

In late January 1985, Richard Perry, OSSHE contract officer, informed the firm of Guthrie, Slusarenko and Leeb that they had been selected by the University for the Ballroom Level Improvements project and asked Slusarenko to submit a maximum fee proposal or a percentage of direct construction cost for the design, bidding and contract administration for the project.[5] Slusarenko submitted their maximum fee proposal of $149,150 for professional design services that included consultants in architectural design, interior design, electrical and mechanical engineering, theater-stage design, acoustical engineering, cost estimating and graphic design, including all travel and reproduction costs. He also included a preliminary project schedule, indicating that they estimated that the Schematic Design stage would take one month, the Design Development stage would take one month, the preparation of Construction Documents would take two and one-half months, bidding would take one month, and Demolition/ Construction would take six months.[6]

In October 1985, Slusarenko notified McMillan that Robert Leeb had left the partnership of GSL and that Guthrie and Slusarenko would continue their existing practice under a new partnership name. He assured McMillan that their on-going commitments to providing quality service

to their clients remained and they looked forward to their continuing relationship with the EMU and the University.[7]

Schematic Design

Slusarenko proposed to McMillan that a Design Charette be conducted in April 1985 as part of the Schematic Design phase of the Ballroom Level Improvement project.[8] The Design Charette began on April 17, 1985, and included the members of the User Group the project design team, including all of the consultants. The Charette provided most of the input for the Schematic Design.[9]

In May 1985, following the Design Charette, the design team and the User Group met with the Design Subcommittee of the Campus Planning Committee to review the Schematic Design for the project. Joanne Hugi, Campus Planning Committee chair, recommended, on behalf of the Design Subcommittee, that President Olum recommend to the State Board that the Schematic Design be accepted and that the architects be authorized to proceed with Design Development.[10]

Attached to Hugi's letter of recommendation was a copy of a Design Concept paper describing the Schematic Design. The paper indicated that the intent was "to design a solution which responds to the existing visual character in terms of geometry, materials, and building detail while resolving functional and operational problems."[11] The paper covered such issues as a sense of arrival to the EMU, with the possibility of a new drop off zone on University Street with individuals entering the EMU either at a redesigned original ground floor entrance on the west side or, on special occasions, entering the Ballroom via an enhance west exterior stair entrance. Traffic patterns were addressed by suggesting the enhancement of the main Memorial Stairway, with only minor improvements requiring increased lighting at the landing in order to "dramatize" its importance. Increased lighting would reveal the rich color, texture and pattern of the existing building materials.[12]

The Schematic Design called for the Ballroom lobby to receive new finishes of paint and carpeting, a movable and flexible seating system, new artificial lighting and a new ticket window. The design also called for the demolition of the storage/coat check room on the east side of the lobby and the restoration of the east terrace to its original function as an exterior deck. The scheme noted that the east terrace provided one of the few "magnificent panoramas of the east residential section of the campus."[13]

The corridor between the 200 Series meeting rooms and the Ballroom was planned as a Grand Corridor—an extension of the lobby using the same materials and finishes—and perceived as the entrance to the meeting rooms and the Ballroom, providing a more functional and elegant method of allowing people to enter and exit the Ballroom. The scheme called for a system of bi-fold wood and translucent doors along the parallel walls of the corridor.[14]

The Concept Paper noted that the Ballroom, Dad's Room and related spaces were the key spaces in the EMU, designed to provide maximum flexibility for activities ranging from speakers to dances to banquets to films, etc. In the scheme, the new interior finishes and technical systems were designed to accommodate a wide range of activities, with the main space to be subdivided and configured in several different options. It called for a new omni-directional ceiling grid system, with the long parallel walls designed to enhance the acoustical performance of the space. The recommended types of seating for the Dad's Room called for a high quality upholstered chair, with the chairs in the Ballroom being the standard hard surface stacking units. Tables for the Ballroom were to consist of 60' diameter round tables to seat eight or ten people, and a combination of other shapes to accommodate a variety of set-ups. The stage platform was to be expanded in depth and width for increased performance and crossover space, and the stage level lowered to improve audience sight-lines. A thrust platform could be accomplished by adding portable stage units and a people lift was to be installed to accommodate the handicapped. Additional storage was accomplished by building a storage room on the southwest corner of the EMU on the end of the west terrace [a building addition]. A Green Room was to be constructed above the new storage room, connected directly to the stage platform by a stair or by a stair lift for use by the handicapped. The projection room on the third floor was to be increased in size by removing the existing interior wall in order to accommodate the necessary production equipment to more effectively produce events.[15]

The scheme called for the meeting rooms to be designed for flexibility and change, with a folding wall dividing the two spaces and bi-fold corridor doors to allow the spaces to open onto the corridor or to extend the space of the Ballroom.[16]

The Schematic Design called for a secure display area in the Art Gallery. New glass and wood display cases would line the perimeter walls, with portable display modules to expand the use of the gallery space. A new flexible lighting system was anticipated that would provide a degree of flexibility in exhibition options. The gallery display system consisted of three display types: permanent locked cases along the perimeter walls; portable locked display cases that could "float" according to need and stored in the art exhibition storage area when not in use; and an open display area for traveling shows. The permanent display cases would be equipped with self contained lighting, an integral system for hanging works and a neutral rear wall display surface. Natural light would continue to enter the space from the existing large vertical windows and existing "window seat" pads located on the floor would be replaced by more comfortable bench seats.[17]

Finally, the Schematic Design called for high quality signage to identify the various spaces in the Ballroom Level Improvement project. Brass signage matching the existing signage in the building would be used to identify major spaces such as the Ballroom, Meeting Rooms, Dad's Room and the Art Gallery. Additionally, a permanent free standing building directory with graphic and directional inserts was planned for the 1st floor lobby. The plan also called for a permanent building sign of cut, polished brass on the exterior building face and an illuminated building sign at ground level.[18]

The State Board of Higher Education approved the Schematic Design for the project at their June 21, 1985 meeting.[19]

Design Development

In mid-June 1985, Slusarenko informed McMillan that he would tentatively schedule the next session of work with the User Group on Design Development for July 10th, with the final presentation of Design Development scheduled for July 23rd.[20]

Slusarenko also wrote to Rowe, clarifying his understanding of the scope of work for the project. Based on discussions with EMU staff following the Schematic Design submittal, scope adjustments were made that increased the value of the work in the theater design area. Consequently, Slusarenko submitted a new budget adjusted to that cost estimate in order to stay within the expenditure limitation for the project.[21]

On July 29, 1985, Slusarenko submitted Design Development documentation to the University including developed design drawings, an outline of specifications and an update to the estimate of probable construction costs. He noted that the design information had been developed in collaboration with the User Group. Slusarenko said that "during this phase, our efforts have been concentrated upon refining design criteria and solutions for ballroom related spaces, Green Room, 200 series rooms, Corridor, Ballroom Lobby, Art Gallery, and Memorial Stair."[22] He also indicated that the User Group and consultants had investigated interior furniture configurations and examples of tables, seating and other interior furnishings. He informed Rowe that design work had begun for the theater, mechanical, acoustical, electrical and structural systems and that the level of development of all design elements was complete and thorough and would provide the basis for the Construction Documents phase of the project.[23]

The documentation of the Design Development phase also included a list of deductive alternates and additive alternates for the project. The deductive alternates included: 1) deleting the Dad's Room carpet and substituting a refinished existing mable flooring in the amount of $3,700; 2) deleting the cast stone floor tile border in the lobby, Grand Corridor and Art Gallery by substituting a carpet border in the amount of $7,000; and 3) deleting the rolling catwalk in the Ballroom by substituting a portable scaffold in the amount of $6,000. The additive alternates included: 1) a terrace awning for $68,000; terrace benches for $2,600; 3) terrace planters and plants for $2,400; modification to the ventilation and air conditioning in meeting rooms for $15,000; air conditioning for the control room for $4,500; 6) air conditioning for third floor offices for $6,200; 7) a free standing directory in the main floor lobby for $16,000; 8) an exterior building sign near the street for $3,900; and 9) a building mounted sign for $2,700.[24]

The User Group met with Slusarenko and the other design consultants on July 31, 1985 to review the Design Development documents. Additionally, they decided: that the portrait of Donald Erb would be relocated to the 1st Floor Lobby; and that the User Group would select names for the rooms that had been the 200 series meeting rooms.[25]

On August 5, 1985, the University transmitted the Design Development materials to the State Board's Office for approval and requested that the architects be authorized to proceed with the preparation of construction documents for the project. In making this transmittal, Rowe noted that the only major departures from the schematic work related to access for the physically disabled persons, including combining access to the stage and to the Green Room rather than two separate lifts at either end of the stage. He also indicated that during the construction document phase, the architects would need to do the following: provide an automatic opener on the fire door at the bottom of the Green Room stairs; combine the two Green Room restrooms into one unisex room in order to provide maneuvering room for disabled persons; have a portion of the dressing room counters designed for needed clearance for wheelchairs; and automatic door openers would be needed on the heavy doors in major spaces of the newly remodeled areas of the project.[26]

The State Board's Office notified GSL in mid-August that their office had approved the Design Development phase of the Ballroom Level Improvements project and authorized them to proceed with construction documents based on the estimated direct construction cost of $965,000. They also reiterated the modifications required for accommodating the physically disabled as noted in Rowe's earlier letter.[27]

1% for Art

Throughout the meetings of the Ballroom User Group with the design consultants, the group had emphasized a desire to incorporate the State mandated 1% for Art into the architectural fabric of the project, rather than commissioning a free standing/hanging piece of art work. Following the Design Development phase of the work, it was determined that, if feasible, the doors on either side of the Grand Corridor (those leading into the meeting rooms on the east and into the Ballroom on the west) would have glass inserts that could be etched or sandblasted by a selected glass artist. Paul Franks, one of the architects working on the project, provided the EMU with a "Draft for Artist Selection" paper in which he described the project, including an attachment that graphically showed the scope and intent of the art work.[28]

In March 1986, Nancy Lindburg, artist services coordinator for the Oregon Arts Commission, who was charged with the responsibility for supervising the artist selection process for the 1% for Art program, invited six Oregon glass artists to meet with the art selection committee in the EMU on April 2, 1986. She informed the artists of the technical issues involved in the project including: a compressed time frame—the windows should be installed in June; either 1/16 inch laminated glass or tempered glass would be supplied by the owner for the artist to work on; and because of the low light factor, the committee was interested in work that would liven up the corridor and accentuate a feeling of lightness. Lindburg told the artists that there were 30 glass windows, 15 on either side of the corridor and that each window was 5' H and 2' W.[29]

Ashland, Oregon, glass artist, Jackie Miller, was selected from a group of six artists to create the series of 30 sandblasted windows for the Grand Corridor. The windows were to be fabricated by Portland glass artist Tim O'Neill from Miller's designs. Because of the tight construction schedule, an invitational process was used to select the 1% for Art commissioned artist. The commission was in the amount of $12,600.[30]

Miller was present at the EMU from July 1 to 3, 1986 to confer with the installers of her glass panels in the corridor doors, which she began photographing immediately upon completion of the installation.[31]

Lindburg wrote to Miller in late August 1986 and stated, "The E.M.U. windows are certainly one of the most successful % for Art projects we've done to date. They are an important artistic statement, while enhancing the specific environment, and the 'users' of the building are absolutely delighted with the work. You should be very proud of your efforts . . . Our thanks again, Jackie, for the outstanding job you did for the Memorial Union. It will be enjoyed and appreciated by countless people for years to come."[32]

The description of her work that Miller provided to the EMU and that appears on the plaque mounted near the Ballroom doors stated:

> DREAMS & PERMUTATIONS
> Design: Jackie Miller, Ashland, Oregon
> Fabrication: O'Neill Studios, Troutdale, Oregon
>
> The first line established in this design was the horizon line, roughly one-third up from the bottom; this placement was in relation to the pushbars on the doors. The Squares and small circles (being closely related to the pattern of the ballroom ceiling) came next, moving along both above and below the horizon line. The rectilinearity of this area suggests the constructs of humanity . . . the physical reality we are continuously creating.
>
> The triangles of the median zone suggest mountains, the natural world . . . our context. The flowing lines of the upper field suggest dreams—the energy of mind which precedes actuality.
>
> And throughout, there is CHANGE. The ever-changing interaction between fluid lines above and geometric lines below suggest the dance of Tao begetting the Ten Thousand Things. The complements 'fluid' and 'geometric' represent all dualities. This oscillation between dualities is the Dance of Life. @ 1986 Jackie Miller.[33]

Construction Documents, Specifications and Bidding

The Ballroom User Group continued meeting periodically with the architects and other consultants during the construction documents phase of the project. At a meeting of the User Group and the architects and interiors consultants, the following decisions were made: the Ballroom catwalk was not practical due to severe structural constraints and the EMU would purchase a Marklift JR-19 with a 25 foot working height capacity at a cost of $9,000; the Dad's Room new name would be determined by the EMU Board; and the sign over the doors to the Grand Corridor would read "Ballroom" with cut letters. Additionally, they

discussed the issue of access to the Ballroom during construction for spring term registration to make sure that all of the necessary electrical requirements could be met in the midst of construction/demolition. They also decided that the third floor corridor would be reduced in width to increase the size of the Sound and Lighting Manager's office, and that the console for the Carillon Bells would be installed in the closet next to the Control Room or in one of other small third floor closets.[34]

In October 1985, it was announced to the EMU staff that the working drawings for the Ballroom project were nearly complete, that color samples would be presented to the User Group on October 16, 1985, that the final drawings would be presented on October 23, 1985, that the project would go to bid on December 16, 1985, and that it was expected that work would begin on January 13, 1986, with a completion date of June 15, 1986.[35]

In early November 1985, Slusarenko wrote to Rowe to thank the User Group for its orderly establishing of budget priorities for the Ballroom Level Improvements, noting that he thought that the project would still meet everyone's expectations, and indicating hope that the general contractors come through for everyone in the next crucial phase of the project. The total budget for the project amounted to $1,715,000.[36]

In December 1985, Slusarenko alerted Rowe to an issue regarding the theatrical consultants, Landry & Bogan, indicating that L&B were not registered architects in the State of Oregon and could not, therefore, stamp their work. He noted that he did not know how they had performed consulting services for prior Oregon projects. Slusarenko said, "As you know, Oregon law forbids stamping other professionals work. GSL cannot legally stamp L&B's work and are not prepared to do so. We have placed responsibility with L&B to provide us with stamped drawings." He indicated that it was his understanding the L&B were attempting to solve the problem expeditiously, without compromising the ability to secure a building permit for the project.[37]

Rowe sent the State Board's Office the completed documents prepared by GSL for the project and requested that bids be solicited. He noted that with the exception of changes made to bring the project within the resources available, the project remained substantially as was approved at the completion of the design development work. Rowe indicated that

the documents included several items that had been deleted and that the final documents would included deletions as follows: 1) the permanent crossover wall on the stage would be replaced with traverse drapes; 2) the exterior stair lighting; 4) removable panels in the art gallery display cases were deleted and would be constructed later by the University; 5) the electronic reader board in the ticket office; 6) substituted brushed aluminum fixtures of the same design for polished chrome light fixtures; and 7) sidelights between the mirrors in the Green Room. Additionally, the equipment specifications had been reduced by reducing the number of portable lighting units in the theater and deleting the scissors lift from this project.[38]

The Ballroom Level Improvements project went to bid on November 20, 1985, with bids due by 2:00 p.m. on December 19, 1985.[39] Included in the bid package were instructions regarding the fact that the owner would occupy the premises during the entire period of construction and the contractor must minimize conflict with the normal activities of the University in the building. In particular, it noted that prior to substantial completion of the project, the Ballroom level would be needed from March 28 through April 4, 1986 for spring term registration activities.[40]

The Project Manual specified that the hardwood faced paneling in the lobby, the Ballroom and the Gumwood Room (Dad's Room) as follows: 1)"Core: ½" thick, particle board, ANSI A208.1, Type 1-M-1, 45 pound density, fire rated, class 1, Duraflake FR by Willamette Industries. 2) Face Sheet: Red Gumwood, quarter sliced, slipped match. 3) Backing Sheet Hardwood . . ."[41] In addition, the manual specified in the Interior Frames and Trim Section that the interior wood door trim, wood window sills, wood door frames and other wood trip would be of Transparent Finished Hardwood: Red Gumwood. The manual also specified that panel wood doors and frames would have all exposed wood and be Red Gumwood to match the wall paneling, etc.[42] This extensive specification of the use of Gumwood (Eucalyptus) was in response to the User Group's desire to carry this architectural detail throughout the project, to match the use of Gumwood in the original 2nd floor lobby and Dad's Room.

In a brochure, titled, "A Guide to the Renovation of the Erb Memorial Union Ballroom Level," that was prepared for distribution to students and other building users, the Ballroom was described as central to the

renovation with a "new physical appearance with a modern ceiling and wall design and decor, while supporting a major technical network, including new stage house with new drapes, projection screen, counterweight system, control booth, green room/dressing room, house lighting, stage lighting, ticket office and sound reinforcement systems."[43] The brochure went on to indicate that the campus family would be impressed with the renovated Ballroom as a banquet facility, with new tables, chairs and platforms within a "completely new architectural shell."[44]

Carpeting was specified for the Lobby, the Art Gallery, the Grand Corridor and the meeting rooms.[45] The soft seating that was specified for the Lobby was to be upholstered in Wool Ciselle, color Loganberry. The end tables for the Lobby were to be manufactured by Kimbal; a 90 degree corner table, base only, upholstered in the same Loganberry fabric as the soft seating furniture, with the table tops to be manufactured by the U. of O. Physical Plant. The 300 chairs for the Gumwood, Maple and Oak (original 200 series) rooms were specified to be Thonet, type Dolmas, armless, with black shell, partially upholstered in Blackberry fabric, natural beechwood frames with a ganging device. The 900 Ballroom chairs were the same Thonet chair, but not upholstered. Chair dollies for these stacking chairs were included in the specifications.[46] The furnishings specifications also gave the EMU the opportunity to purchase a full set of table skirting, skirt hangers, skirt caddy, etc. for conference and catering uses, as well as portable folding coat racks, and a portable post and rope system.[47]

Construction bids were opened on December 23, 1985.[48] In mid-January 1986, Rowe and Babcock informed the State Board's Office that in the weeks following the bid opening, University representatives and the architects "examined available materials related to the project and the low bid to determine whether or not the approved expenditure limitation was sufficient to permit award of a construction contract."[49] They indicated that as a result of these investigations the University determined that the authorized expenditure amount would be sufficient and that the project budget could be adjusted without "irretrievably" affecting the purpose of the project. Therefore, the University recommended that the bid be awarded to Hyland & Sons of Eugene and that a contract with them in the amount of $1,279,900 be signed. Rowe

and Babcock also noted that they fully anticipated that during the course of the project savings could be effected through change orders and that a significant amount could be restored to the furnishings and equipment budget.[50]

The State Board's Office notified Hyland & Sons in late January 1986 that their bid for the EMU Ballroom Level Improvement project had been accepted and they were being awarded a contract in the amount of $1,279,900, the base bid.[51]

Major Change Orders/Budget Reductions

As a result of the construction bid coming in higher than estimated, it was necessary to revise the project by issuing a revised project deductive change order list. The major items to be deducted from the project in the direct construction part of the contract were: the refurbishing of the east terrace including the removal of the existing building; new ceiling tile and light fixtures in the Memorial Stair; operable partition in the meeting rooms and adding in a fixed wall; the Dad's Room carpet; plus a number of smaller items. Also included were revising the ceiling panels in the Ballroom from veneer plaster to suspended tee bar with gypsum painted wall board lay-in panels; changing the stage flooring from Port Orford Cedar to Douglas Fir; deleting 20 dimmers, 3 unassigned line sets, and several amenities items in the Green Room; and deleting the roof top cooling unit for the Video Production and Technical Services offices. The total in the deductive change orders amounted to a total of $96,800. The major items removed from the furnishings and equipment budget were the telescoping seating for the Ballroom in the amount of $119,000; two follow spots; two-thirds of the proposed portable lighting equipment; reducing the number of soft seating units for the lobby by six and four end tables; reducing the number of upholstered stacking chairs from 300 to 150; eliminating fabric backdrop panels in the Ballroom; and omitting all of the stage platforms. The reduction in the furnishings and equipment budget amounted to $213,748.[52]

In mid-April 1986, Garry Fritz, the project manager for the University, was able to revise the Ballroom Improvements budget because the demolition portion of the project was 90% complete and

the piles for the small southwest addition had been driven for the foundation system. He revised the budget to reflect a lower contingency, etc. so that needed equipment and furnishings could be ordered.[53] This budget revision made it possible for the EMU, through State purchasing, to order all of the essential furnishing and equipment to make this project a success.

Opening Celebrations

The Ballroom Level Improvement project proceeded on schedule and was finished during the late summer of 1986. Several events took place to celebrate the completion of the project. A "by invitation only" party for the architects, construction workers, consultants, Ballroom User Group and EMU staff was held in late August 1986. Following that event Rowe sent a note to McMillan stating "It's a real dazzler of a place and the first 'party' was a delight. Please extend my thanks to the folks on your staff for their graciousness and hospitality."[54]

The University dedicated the newly renovated Ballroom and related facilities at a ribbon cutting ceremony and public open house on Monday, August 25, 1986. Karen Gaffney, summer chair of the EMU Board, and President Paul Olum cut the ribbon on the Memorial Stairs during the 10 a.m. ceremony, which also included tours of the newly renovated facilities.[55] An article in *The Register Guard*, following the dedication ceremony, said that "people who knew the University of Oregon's old Erb Memorial Union ballroom won't recognize a thing in the new one, except maybe the hardwood floor."[56] The article went on to quote EMU Associate Director Frank Geltner saying "The floor is the same, but everything from ceiling to stage to meeting rooms has been completely redone. Its's a lot different, but I think both the students and visitors will like it."[57] Other changes noted in the article were the absence of the well-known barber chairs in the Lobby, the 30 sand etched glass panels in the doorways east of the Ballroom, the amount of Gumwood used in the renovation, the Maple and Oak meeting rooms, an increase in the size of the Ballroom stage. Again quoting Geltner, the article said "the acoustics in the ballroom were marginal for lectures and awful for musical performance . . . but the walls and ceiling near the stage have been curved

and the walls around the room have been angled so that the sound doesn't just bounce off the back wall like it used to."[58]

The first large reservation for the remodeled spaces was the 10th International Conference of Raman Spectroscopy. Over 500 scientists from around the world attended the meeting on the UO campus from August 31 to September 5, 1986. Mary Gilland, conference coordinator, was quoted as saying "It's a beautiful setting for our banquet and poster sessions . . . Our conference meets in different settings around the world—Tokyo, Japan, and Bordeau, France, for example—and the new ballroom will give our members a wonderful introduction to the Pacific Northwest."[59]

The EMU Cultural Forum and others planned a series of grand-opening events scheduled from October 2 through 9, 1986, including performances by Holly Near, Chris Williamson, Crazy 8 and REM. Additionally, the University's Fall Convocation was held in the Ballroom on October 8, 1986.[60]

CHAPTER XV

BUILDING THE OUTDOOR PROGRAM BARN

The Need

In order to accommodate the needs of the Outdoor Program for the staging of trips and the storage of equipment and vans, the EMU Board placed a capital construction project on the auxiliary project list of the University, and subsequently on the OSSHE capital construction project list, which was then authorized by the 1989 Legislative Assembly in the amount of $325,000.[1]

Currently, the Outdoor Program had activity and storage areas scattered throughout the campus, with one space in Hendricks Hall, two spaces in the EMU, one in the Agate Street area and trailer parking at the Waterworks Canoe Company on Franklin Blvd. It was not unusual for a group leaving on an Outdoor Program trip to have to stop at three or four places to pick up gear. The aggregate of the several spaces was inadequate for current storage needs, as most were not designed with these types of storage in mind, many with awkward access, low ceilings and inadequate ventilation and lighting. The lack of designated places for the loading of program vans and trailers often resulted in traffic problems and increased security for equipment and vehicles was considered highly desirable.[2]

By August 1989, an Outdoor Program Barn committee was appointed by the Campus Planning Committee that included: Loren Allen, Physical Plant; Dan Geiger, assistant coordinator, Outdoor Program; Carla Levinski, Planning Office staff; Bruce Mason, Outdoor Program coordintor; Adell McMillan, EMU director; Keith Nelson, Outdoor Program; Chris Ramey, Planning Office staff; and Michael Wing, student. Mason sent the

committee his initial specifications for the O.P. Barn and indicated that the site should be in proximity to the EMU and that was the program's number one priority. He indicated that they would be willing to compromise design specifications to achieve that site.[3]

The project called for equipment storage that would accommodate rafting, kayaking and sailboarding equipment, bicycling equipment, ski equipment, outdoor clothing, tents and camping equipment, repair materials and the storage of trailers and vehicles. Included in the specifications was space for equipment repair of rafts, bicycles and skis. Additionally, the project called for meeting facilities for small group discussions and for groups leaving on trips, and the inclusion of restrooms and a small office.[4] The total pre-bid budget amounted to $325.000.[5]

Siting the Outdoor Program Facility

The Campus Planning Committee appointed a site selection committee to select the site for the Outdoor Program facility. The committee consisted of members from the Outdoor Program Storage Facility User Group and members of the Campus Planning Committee and Carla Levinski. Levinski invited Oakley Glenn, director of Public Safety, Bruce McKinlay, Condon School occupant, Marjory Ramey, Housing Department and Sandy Walton, Athletic Department, to the first meeting of the site selection committee because the project user groups were interested in knowing how site selection for this project might affect other University facilities, programs and the adjacent neighborhood. She also invited Monte Marshall, representing the Fairmount Neighborhood Association, to the meeting. Levinski felt that this was an opportunity for prospective project neighbors to inform the committee of any concerns and suggestions regarding site selection.[6]

At its January 12, 1990 meeting, the Outdoor Program Storage Facility Site Selection Committee discussed five preferred sites: the southeast lawn of the EMU; west of the warmup track in the Track and Field Complex; next to Condon School; along an alleyway north of 15th between Moss and Villard Streets; and the Public Safety longhouse at Columbia Street. Following discussion of these sites, three addtional sites were suggested: the EMU Waterworks Canoe Company site; 18th and University Street; and the parking area between the Oregon Fitness Center and the Wooley Building on Franklin Blvd.[7]

McMillan was invited to attend the second meeting of the site selection committee to discuss the EMU's plans for future expansion of its facilities, particularly the availability of the lawn area next to the back loading dock of the EMU.[8] She told the committee that the EMU did not have plans at that time for any extensive expansion in that area. McMillan also noted that any use of that area for the Outdoor Program Facility would need the approval of the EMU Board of Directors. Additionally, she indicated that the design would need to provide for a higher classification of architecture, e.g. brick, to make the facility compatible with the exterior of the EMU.[9]

At the same meeting, the site selection committee discussed the three additional suggestions for the site and the original suggestions for the site. The 18th and University site had been suggested by the Athletic Department as an alternative to the site located west of the warmup track on 18th Avenue. Following this discussion of all of the sites, the committee selected their three preferred sites and prioritized them as follows: 1) 18th & University Street; 2) Condon School site; and 3) EMU lawn.[10]

The selection of the 18th & University site as the first choice for the facility was not without its opponents. Upon learning that the site selection committee had recommended the 18th & University site as their first choice, Muriel K. Jackson, a member of the Campus Planning Committee, wrote to McMillan and David Rowe, University planner, and strongly objected to this site being selected. She stated, "I strongly object to placing a storage-work-trash heap facility at a campus entrance. My suspicions were roused by the reported discussion of the EMU southeast lawn location. My confidence in student maintenance of such a facility is shaken by the Augean Stable over in Lawrence Hall . . . let's not compound our penchant for announcing our lack of aesthetic taste to the general public once again by ruining our 18th and University entrance with building little better than a tin shed."[11] Rowe responded to Jackson indicating that perhaps she did not have all of the information needed to "properly and fairly access the site selection" He noted that the "specific site is particularly attractive because of the opportunity presented by the

topography at that location. The grade there is such that the building could be tucked against the bank, behind the iron fence and hedge, and for all practical purposes would be concealed from both 18th and University . . . even if the building were visible, I think your characterization of the facility as a 'storage-work-trash heap' is, at best, erroneous."[12]

Architect Selection

In November 1989, the University Planning Office requested authorization from the State Board's Office to advertise for professional architectural services in connection with the Outdoor Program facility.[13] The advertisement for professional services stated that "The project will include: 1) analysis of three alternative building sites to determine general site compatibility with the basic project requirements; and 2) design and construction of a new facility of approximately 4,000 square feet. The facility will include indoor space for equipment storage, repairs, and occasional small group meetings. Parking facilities for a flatbed trailer and van also will be included . . ."[14]

Carla Levinski, University Planning Office planner, who was assigned to be the project facilitator, informed the User Group and the Campus Planning Committee's Implementation Subcommittee that the selection process to select the project architect would take place during the month of January 1990, with interviews in late January and the final selection to be made on February 2, 1990.[15]

WEGroup Architects and Planners was selected as the architects for the project. Levinski shared a number of procedural details with Michael Marczuk and Jim Bernhard, project architects, as the project was about to begin. She explained that the University of Oregon was represented by the User Group, the EMU Outdoor Program, the Planning Office and the Physical Plant. Levinski indicated that "the Outdoor Program provides user expertise and administrative assistance, including arranging meeting times and places and distributing documents such as meeting notes, which we expect to be provided by the design team."[16] She noted that the Planning Office was responsible for managing the project up until the start of construction, but indicated that in many cases direct contact

between the architects and the Outdoor Program or the User Group would be desirable to ensure smooth progress on the project. She informed the architects that three major points of review would take place: following User Group approval of the Schematic Design; following the completion of Design Development; and when construction documents were 95% complete.[17]

Site Analysis

In March 1990, Levinski wrote to Marczuk to acknowledge that the documentation from the site analysis was essentially complete and Marczuk should plan on a mid-April presentation to the Campus Planning Committee seeking their endorsement so the project could go forward.[18] Ultimately, the Campus Planning Committee approved the 18th & University site, following the presentation on the site analysis by WEGroup and recommended that the project proceed through the various design stages.

Construction Bid and Funding the Project

The design and construction drawing phases of the Outdoor Program Storage Facility project took much longer than originally planned. It was finally announced that the bids for construction would be opened on August 15, 1991.[19] After deducting all of the project alternates, the construction amount still exceeded the project budgeted amount by $10,000. Additionally, other costs had grown unexpectedly during the planning process so that in total the project was short about $21,000 of being able to proceed.[20]

Chris Ramey, University architect, arranged a meeting between the project user, McMillan, Vice President for Administration Dan Williams and George Pernsteiner, OSSHE, to discuss the funding issues for the Outdoor Program facility. They agreed to divide the project into two parts in order to avoid exceeding the legislative expenditure limitation—a storage facility and parking improvements. They agreed that $21,000 would be made available from parking bonds that had been issued for parking improvements and how those funds would repaid: 1) the EMU would provide $10,000, and 2) the Outdoor Program Storage Facility User

Group would work with the project inspector, the project architect and the contractor to identify savings during construction (probably in landscape design) to equal $11,000. It was also agreed that if the users were unable to come up with $11,000 in savings, the parking bonds would be used to make up the difference.[21]

Morris Kielty, Contractor, was awarded the construction contract, with a project completion date of the first quarter of 1992.[22]

Upon completion of the project in 1992, the expenses totaled $314,736, with items left to complete of $2,620 for 1% for art and $9,234 for landscaping, leaving an unallocated balance left over of $19,410. Mike Tierney, project accountant, was instructed that of the $19,410, $11,000 needed to be returned to the Parking Improvements funds and the remaining $8,410 belonged to the EMU.[23]

1% for Art

When the University contacted the Oregon Arts Commission about the $2,500 for the 1% for art for the Outdoor Program facility, the Arts Commission directed that this project be put together with two other campus capital programs—the Hamilton Hall dining facility and the campus Accessibility projects. The Oregon Arts Commission established a selection committee and they selected an artist, Buster Simpson of Seattle, Washington. As the process proceeded, it became apparent that combining the two projects with the storage facility project was not an effective method of selecting art appropriate for the Outdoor Program project.[24] In June 1995, Jan Oliver, assistant vice president for Institutional Affairs, informed Simpson that his proposal for the Hamilton Hall project had been accepted, however his proposal for the benches for the Outdoor Program Barn had been adamantly rejected by those representing the program. She indicated that following consultation with Tom Rudd of the Oregon Arts Commission, the University had decided to remove the portion of funding dedicated to the Outdoor Program project, amounting to a $2,500 reduction, amending his contract.[25]

At the request of the University, the Lane Arts Council agreed to manage the artist selection process and artwork installation for the

Outdoor Program facility and agreed that 10% ($250) would be allocated to the Lane Arts Council for managing the process.[26]

Scot Wiley was selected to produce the 1% for art project for the Outdoor Program Barn. Responding to an e-mail from Susan Racette, EMU associate director/business manager, Dan Geiger, Outdoor Program coordinator, in January 1996, said, "Believe it or not, after four years and a couple of rejected projects, we finally got a percent for art project underway at the barn. Talk about glacial process! Scot Wiley is creating a sculptural seating area in the covered entranceway to the barn. He'll use brick, tile and river rocks with cedar or redwood platforms for benches. Should be pretty cool. He did a good deal of work at the fountain outside the new science buildings. Original project budget was $3,000. We added another $1,000 (thanks to Columbia Sportswear!) to expand the work and do it right."[27] Geiger also indicated that they had purchased a batik, through the Cultural Forum arts budget with the assistance of Frank Geltner, and that the artist was customizing the border. He noted that now all they needed was to come up with the dollars to frame and hang it. Geiger ended by stating, "never thought being an outdoor program coordinator could be so artistically rewarding."[28]

The Barn

During the planning and construction of the Outdoor Program Storage Facility and its adjacent parking and landscaped areas, the facility was referred to as the Outdoor Program Trip Facility, and later became known as the Outdoor Program Barn.

CHAPTER XVI

THE 1990s

A Change in Directors

In July 1991, Adell McMillan announced that she would take advantage of an early retirement opportunity and set her retirement date for December 31, 1991. Scott Dunlap, EMU Board chair, informed the EMU Board of McMillan's plans and indicated that, according to the Governance Document, a student committee would be put together to conduct a nationwide search for McMillan's successor.[1] By late September 1991, the Search Committee was appointed and the position was nationally advertized through a variety of sources.[2]

Upon her retirement, McMillan, who held the rank of full professor with tenure, was granted emeritus faculty status, with the title of EMU director emeritus.[3]

Following McMillan's retirement in December, Frank Geltner, associate director and University program consultant, was appointed to be the interim director of the EMU until McMillan's replacement was appointed.

On the evening of Saturday, January 11, 1992, the EMU held a gala retirement party for McMillan, which featured a reception, dinner, entertainment by the Ed Coleman Quintet (Professor of English Ed Coleman, his wife and children) and a program of speeches by guests, family members and colleagues. The event was held in the EMU Ballroom, Gumwood Room and 2nd floor lobby area.[4] With over 100 individuals in attendance, a highlight of the evening was a golf putting course set up in the Gumwood Room, in honor of McMillan's passion for golf. McMillan was presented with a number of gifts, including a specially designed lapel pin that featured the EMU building in various metals, a new golf

club and other not so serious items. Of special meaning to McMillan was a pewter plate, designed and made by Professor Emeritus of Art Max Nixon, who was resident in jewelry and metal work in the EMU Craft Center. This gift was special because Nixon usually only made retirement gifts for retiring members of the School of Architecture and Allied Arts faculty and because he had been very supportive of McMillan throughout her career at the EMU.

The search for the new director was completed in March, and it was announced that Charles "Dusty" Miller had formally accepted the position of director of the EMU and that he would take over the duties of the position in June 1992.[5] In a press release dated June 30, 1992, President Myles Brand was quoted stating, "I am extremely pleased that so many nationally prominent candidates chose to apply for this position. It is an indicator of the strength and reputation of our institution's tradition of strong governance and community that we had such a strong pool of candidates, even in a year when the fiscal picture for higher education in Oregon is unclear."[6] In the same press release, Moseley noted that the extensive screening process had included involving the five final candidates in meetings with 50 to 100 students, faculty and staff. The Search Committee had received applications from 50 individuals and had narrowed the field down to the five who were invited for interviews. Moseley was quoted as saying, "It is a tribute to the strong leadership of our outgoing director, Adell McMillan, who retired earlier this year after 36 years of service, that the pool was so strong and the reputation of our student union so high."[7]

Miller had been the director of the Joseph A. Danna Center and Student Activities at Loyola University in New Orleans for the past eight years. Prior to that time, he served for three years as the associate director of the College Center and Student Activities at East Stroudsburg University in Pennsylvania, and prior to that he had served in a number of student activities and recreational programming positions at the State University of New York at Buffalo. Miller held a Master's Degree in personnel administration and a Bachelor's Degree in history, both from the State University of New York at Buffalo. His annual salary was announced as $55,000 for the 12-month position.[8]

Other Staff Changes/Reorganizations in the 90s

In March 1994, Miller announced some administrative changes that moved the Scheduling and the Payroll Offices from reporting directly to Miller to reporting to Susan Racette, associate director/business manager. He also noted that Racette would be chairing the committee to implement a campus-wide one card system.[9]

In May 1994, Miller announced to the EMU staff and other building occupants that Sharron Radcliffe, current Main Desk employee, had accepted the position of full time senior night manager for the EMU.[10]

When Miller announced the change in the night manager staffing to the EMU Board, it was cause for discussion and some displeasure on behalf of some of the Board members who had assumed that all the night manager positions would be student employees. Miller explained that the EMU administration was jointly funding the full-time senior night manager position to be filled by Radcliffe, along with two additional student night managers. The Board understood that during budget hearings, when the Budget Committee had voted to eliminate the Graduate Teaching Fellow (GTF) positions, that the night managers would be students not classified staff. Miller explained that the Oregon Public Employees Union had for many years asked that the EMU to eliminate the GTF night manager positions so that those positions could be filled by classified employees.[11]

During the summer of 1994, Miller accepted the resignation of Dennis Carr, EMU Food Service director, and initiated a search to hire a replacement. He hired Duane Partain, former EMU Food Service director, as interim Food Service director during the search period.[12] Partain agreed to accept the interim position for the period September 1, 1994 through November 1994.[13] In a memorandum to the EMU staff in November 1994, Miller stated, "After a long and arduous search, a new Food Service Director has been chosen. From four finalist candidates who visited in October/November, Theresa Coleman-Kaiser has been offered and has verbally accepted the postion."[14] Coleman-Kaiser was expected to arrive in Eugene in mid-December and begin work sometime prior to January 1, 1995.[15]

In July 1994, Moseley made administrative changes in the long-time relationship of the ASUO to the EMU and the University administrative.

In a memorandum addressed to Miller and to Dean of Students Jane DeGidio, Moseley confirmed that the ASUO Women's Center director would now report to the dean of students, and the full time receptionist and the remaining classified staff "on assignment" to the ASUO would report to Moseley's office under Carol White, his executive support specialist. Cheryl Hunter, ASUO professional staff member, was to serve as part of the staff of the dean of students office on assignment to the ASUO. These changes were effective July 1, 1994.[16]

Sue Pedersen, Recreation Center manager, dropped from full time to .5 FTE, when she decided to complete her Masters Degree, beginning in fall term 1994. Miller announced that Frank Hendricks, a PhD candidate in Leisure Studies would fill the other .5 FTE in Pedersen's place.[17]

In May 1995, Miller informed the EMU Board members that Vice Provost Gerry Moseley, who had been on sick leave for the prior six weeks, announced that he had asked for and received a re-assignment from his position as the University's chief student affairs officer. He would continue on sick leave until his diabetes had been stabilized and his reassignment upon his return was yet to be determined.[18] (Moseley subsequently resigned in July 1995).

Following Moseley's resignation, University administration announced the reorganization of the Academic Support and Student Services division of the University into two components: Student Academic Affairs and Student Life. It was announced that the "Erb Memorial Union, Counseling Center and Physical Activities and Recreational Services (PARS) will remain as discrete organizations and the Directors, Dusty Miller, Wes Morrill and Lois Youngren will report to the Vice President for Administration."[19] In addition to directing the Counseling Center, Wes Morrill was also appointed to head a new Office of Student Life, with the title dean of student life.[20]

This reorganization of the student affairs area of the University also brought about the first major change in the mission of the EMU in decades. The University administration's announcement described the new mission of the EMU as follows:

> The mission of the Erb Memorial Union will be expanded to include a number of student programs currently residing in what was the

> Dean of Students or Student Affairs Office. Gregg Lobisser, currently an Associate Dean of Students will continue as the person responsible for providing oversight to a number of activities in ASUO program support staff, Greek advising, the Multicultural Center and the Women's Center. But these activities and the support staff will become a part of the Erb Memorial Union's organization. Gregg will join the EMU's senior staff as an Associate Director responsible for these programs as well as the planning effort for the new Recreation Center.[21]

The announcement went on to describe how the ASUO leadership would continue to have direct access to all levels of the University administration. It noted that "additionally, key administrators in Johnson Hall [would] be available to assist student leadership . . . with issues of special interest to the ASUO. Dave Hubin in the Office of the President, Anne Leavitt in the Provost's Office and Jan Oliver in the Office of the Vice President for Administration, [would] serve as resource or 'point persons' for ASUO related issues in their respective administrative areas."[22]

Following receipt of the University's announcement on the reorganization of student affairs, Racette and Geltner wrote to the EMU Staff on Miller's behalf, who was on vacation. They noted that in addition to Lobisser, the Greek Advisors Shelley Sutherland, Jason Ashley and Christi Wise would also join the EMU staff. The other staff reporting to Lobisser would be: Cheryl Hunter and Katie Geiser in the ASUO; Edwina Welch and Bonnie Kanter of the Women's Center; and Msutafa Kasubhai and Michelle Maher, GTFs in the Multicultural Center.[23]

In July 1996, Miller informed Vice President Williams of a planned staff reorganization in the EMU. He planned to announce later in the summer that Frank Geltner, associate director, would assume responsibility for the coordination of the Craft Center, Club Sports, CCDC and the Outdoor Program in addition to the Cultural Forum. Miller noted that as EMU director he had been supervising the first four and [24] that Geltner's assistance in these areas would allow Miller to re-allocate his time to more fully participate in the EMU renovation process.[25]

In the fall of 1996, the University, responding to issues raised by the State Board of Higher Education, changed its classification of management service employees to officers of administration, effective November 1, 1996. These were those employees in middle management who supervised classified employees and were not represented by collective bargaining. The key components of the transition included the issuing of contracts beginning November 1, 1996 and ending June 30, 1997. The contracts would be issued on a 12-month renewable basis after that date.[26]

The change of management service employees to officers of administration status was part of a consolidated plan that changed the status for future officers of administration, who would have been appointed with faculty rank, eg. instructor, assistant professor, associate professor and professor. Linda King, director of human resources at the University, reported to the vice president of administration's staff that current employees would continue to carry faculty rank, but for new employees it would be determined on a case by case basis dependent upon position responsibilities and academic credentials.[27]

For the EMU, these changes meant that the management service staff were all considered officers of administration who were employed on yearly contracts and that new officers of administration would probably not be appointed with faculty rank. Because of their length of service, most of the individuals currently holding positions with faculty rank had been on three-year, renewable annually, contracts. This changed them to one-year, renewable annually, contracts.

Upon completion of her Master's Degree in 1996, Sue Pedersen, Recreation Center manager, resigned to pursue other interests and Miller offered the position to Stephanie Dixon, a recent graduate who had been the EMU Board chair. She accepted the position offer, effective as of July 1, 1996.[28]

In December 1996, Miller informed the EMU staff that, due to financial deficits in the Food Service, staff reductions were necessary. He indicated that the Human Resources Department of the University was working with those individuals affected in order for them to maintain their full employment. Additionally, Miller pointed out that 1997 and 1998 would be years of great anticipation for the EMU. He noted that the EMU would

experience the excitement and disruption of the EMU's most significant renovation in its history. Miller told the staff that though there had been larger construction projects, e.g. the 1974 east addition, he doubted that any renovation had occurred that would as significantly impact currently occupied space as would happen beginning the summer of 1997. Miller noted that it was his sincere goal to have all current EMU employees working within the EMU to assist the University community throughout the renovation process, but to accomplish that goal required that the EMU complete the current fiscal year without any carryover debt. He regretted that that could not occur without staff reductions in the Food Service.[29]

Frank Geltner resigned from his position at the EMU in order to take the position of executive director of the Performing Arts Center in Friday Harbor, San Juan Island, in Washington, effective August 7, 1997.[30] Prior to Geltner's departure, the program and operations staff held a retreat at Racette's home to discuss how Geltner's position would be filled. They discussed options of whether to do a national search, whether to divide the position into more than one position or whether to hire both a program person and a marketing director.[31] Following Geltner's departure, Miller decided to distribute Geltner's program responsibilities to the two staff whom Geltner had supervised, Linda Diefendorf and Debbie Martin. This decision also included establishing an aggressive outreach program for the Student Activities Resource Office (SARO). Miller requested that the Office of Human Resources reclassify both these positions to officers of administration. In making this request Miller noted that, besides the SARO outreach program, the Cultural Forum's program continued to grow and that the two job descriptions reflected a level of commitment and leadership that was equal to the other program coordinators who were officers of administration. He also indicated that the clerical responsibilities, formerly the responsibility of Diefendorf and Martin, would be picked up by students in the Cultural Forum and SARO.[32]

In May 1997, Miller announced to the EMU staff that Donna Winitzky had accepted the position of assistant to the director [replacing Mary Lou Mansfield, who had retired]. Winitzky had been the assistant coordinator of the EMU Child Care and Development Centers for the past 11 years.[33]

During the budgeting process in the spring of 1998, two new positions in the EMU were funded, the positions of marketing director at .75 FTE and grant writer at .5 FTE. Miller submitted job descriptions for both positions to the Office of Human Resources, indicating that both positions would be for academic year 1998-99, and requesting that the positions be listed as officers of administration. He noted that the marketing position would become full-time within a two year period and that the grant writing position would remain at .5 FTE for the foreseeable future.[34] Subsequently, Lee LaTour was appointed to the marketing position and Mary Farrington to the grant writing position.

Bruce Mason, at age 55, decided to retire as coordinator of the Outdoor Program at the end of the 1999 academic year. He and his long-time partner, Suzanne Pepin, purchased a 42-foot catamaran in Florida and this sailboat would serve as their home base for future explorations in the Caribbean. As reported by the *Register-Guard*, Mason said, "People wonder, why in hell am I retiring?—because I have what a lot of people consider to be the best job in the world . . . and it is tough, it's really tough to leave."[35] Mason, who had headed the Outdoor Program for 18 years, began work with the program when it was in its infancy, first as a graduate teaching fellow when he returned to work on a Master's Degree at the University following service in the Peace Corp and a teaching position in Hawaii, and later as the assistant coordinator and finally as coordinator in 1981.[36]

In the fall 1999, the EMU launched a national search for a replacement for Mason. After extensive consideration of various individuals, the obvious choice came from within the Outdoor Program. Dan Geiger was selected to succeed Mason as the coordinator. Geiger had been involved with the program since his undergraduate days at the University in the mid-1980s. As an undergraduate he had developed the program for an annual environmental project in which more than 30 people came together to help clean up a stretch of the Rogue River running through Grants Pass. His experience with the Outdoor Program began as almost every other student—he started with a rafting excursion on the McKenzie River. As a result he signed up for a 10-day mountain-biking trip in Colorado. The program's common adventure philosophy attracted Geiger to the program in the beginning and continued to attract his attention and keep him involved.

Death of a Former Director

Miller and Mary Hudzikiewicz, faculty member on the EMU Board, announced to the Board on October 11, 1995 that the second director of the EMU, A. L. "Si" Ellingson had passed away on September 29, 1995. Miller indicated that he had sent the Board's sympathy to Ellingson's family. They both noted that the EMU had lost someone who was tremendously important to the EMU and the Board of Directors. Ellingson was an individual committed to giving the EMU Board power and empowering students. Additionally, he had been the first director of the University Development Fund, which later became the U of O Foundation.[37] After leaving the University of Oregon, Ellingson served as student union director and then dean of students at the University of Hawaii—Manoa. During his college union career he had served as president of the Association of College Unions—International and as task force and committee chair for many other Association projects. Following his retirement from the University of Hawaii he and his wife returned to his hometown of Mapleton, Oregon.[38] Director Emeritus Adell McMillan presented a memorial tribute to Ellingson at the business meeting of the annual conference of the Association of College Union—International held in Philadelphia, Pennsylvania in spring 1996.

Leased Space in the 1990s

Throughout the 90s, the EMU continued to lease space in the EMU to provide a variety of services to the University community. Additionally, some services formerly provided by the EMU itself were turned into lease operations, and some leased services ceased to exist due to changing student and staff needs.

Hair Salon

In 1990, the Hair Salon RFP was sent out and the results of the bidding were presented to the EMU Board at their August 21, 1990 meeting. Based on the bid criteria they awarded the bid to Tangles Salon, Inc.[39]

Due to non-payment of rent, the Tangles lease was cancelled in July

1992 [40] and the Board give Racette approval to bid out the space for another hair salon. The Board approved bidding out the space for a hair salon, with the understanding that it would be service that students would utilize.[41] Racette sent 152 first class letters with the hair salon RFP, 20 of them in the Eugene/Springfield area, and no bids were received for the hair salon space. The EMU Board subsequently turned the space into a workspace for student organization publication layout work.[42]

Travel Desk

In October 1990, the EMU advertised an RFP for a proposal to operate a Travel Desk in the EMU, since the contract with Valentine Campus Travel Center had ended and needed to be re-bid. The advertisement for bids indicated that the bids were for lease of approximately 50 square feet of space with the successful bidder having the option to remodel/renovate an additonal 30 to 50 square feet of space contiguous to the existing travel desk. Bids were were due by November 21, 1990.[43] At its December 3, 1990 meeting the EMU Board evaluated the four bids and their evaluation resulted in All Ways Travel scoring #1. The Board approved a motion to negotiate a contract with All Ways Travel, following a check of all references.[44] Part of the attractiveness of their proposal was their intent to take advantage of the additional available space and remodel it for their use. A contract was successfully negotiated with All Ways Travel, headquartered in Redmond, Oregon.[45] The lease was for a five year period, beginning January 1, 1991 and ending December 15, 1996.[46]

In notes to the file dated January 24 1997, due to All Ways Travel's financial difficulties, it was indicated that the EMU Board had decided to lease the travel desk space to one of the three travel agencies who contracted with the University for travel services.[47]

Having determined that Ambassador Travel had provided the better financial terms, the EMU Board voted 12-0 to have Racette negotiate a lease agreement with Ambassador.[48] By April 1997, it was apparent to Ambassador Travel that they had overestimated the amount of unofficial University travel revenue and they notified Miller that they would no longer continue as an on site travel agency in the EMU and would use the appropriate clause in their agreement to terminate their lease.[49]

Council Travel, who had bid on the travel space when Ambassador received the bid, contacted Racette and indicated a continuing interest in leasing the space in the EMU for a travel desk.[50] Miller subsequently requested that the EMU Board accept the offer from Council Travel, a highly respected collegiate travel service and the Board approved his request.[51]

Computer Lounge

Racette spoke with the EMU Board in November of 1991 about the continuing loss of revenue in the EMU's Computer Lounge, noting that the Budget Committee in its forthcoming meetings would need to deal with whether to close it, subsidize it, or use the space for something more lucretive. She also reported that the University Bookstore was terminating their lease and would close the EMU Computer Shoppe next door to the Computer Lounge at the end of fall term.[52] By mid-January 1992, the EMU had received a proposal from the University Computer Center to establish a Student Open Lab to replace the EMU Computer Lounge. It would be operated by the Computer Center in conjunction with its other labs throughout the campus and it would be an open access lab for use by any student for a $10 per term fee. The Computer Center would purchase the EMU Lounge's computers and printers, etc., and supplement with additional equipment as needed. They would also establish an Ethernet Lab network in the EMU space. They proposed to rent the space from the EMU for $15,000 per year.[53]

Gordon Ashby from the University Computer Center met with the EMU Board on January 15, 1992 and indicated that if the EMU Board were to close the Computer Lounge it would put a strain on the Center's existing labs and they saw this opportunity as the beginning of their establishment of a campus network, providing student access to data resources. The Board discussed the loss of control over the Lounge, but decided that it was worth the change since the current arrangement was a financial drain on the EMU. Following the discussion, the Board approved a motion to accept the Computer Center's proposal and that a two year lease with an option to renew should be negotiated. The motion included a statement that the EMU Board would retain the back storage space for use as they wished.[54]

By 1998, the EMU Computing Lab was one of five public labs on the campus and accessible to any student. Over the summer of 1998, the EMU Lab underwent several changes including the addition of air conditioning to provide a cooler environment for the comfort of users. Another major change for 1998-99 was a major extension in the labs open hours.[55]

Multicultural Center and Family Center

At their June 4, 1992 meeting, the EMU Board discussed the future use of Room 20B, the former University Bookstore's EMU Computer Shoppe, and the future use of the storage room, located behind the Computer Lounge. During this discussion the idea of creating a multicultural lounge in one or the other of the spaces surfaced at the Board level for the first time. Board members made it clear that if such a lounge were created, they felt the University should fund it, because of the University's commitment to diversity and multiculturalism. It was explained that this lounge could "potentially provide a sense of unification for the [ethnic] Unions that [were] currently spread out around the EMU, and could be a place for study, information, and tutorial services."[56]

At the same June 4th meeting, it was explained to the Board that CCDC had been awarded a grant from the University's Strategic Planning Fund to set up and maintain a parent lounge on campus and that CCDC would be interested in renting Room 20B for $7,000 for one year.[57]

The Board had a lengthy discussion regarding the issue of providing space for both a parent lounge and a multicultural center. Several motions were made regarding the use of the two spaces. When all of the motions failed, the Board passed a motion to form a committee to bring back a recommendation on the use of both spaces to the Board by late summer or early fall term, Concern was expressed that Room 20B had been a revenue producing space in the amount of approximately $7,000 per year and that issue needed to be discussed.[58]

The committee consisted of Frank Geltner, Dusty Miller, Dave Hubin,

Jose Balderas, Carmel Bender, Carolynn Elder, Dennis Reynolds, Sue Dockstader, Mentha Hynes, Bobby Lee, Eric Ward and representatives from CCDC, University Human Resources and the Mediation Program. At its first meeting on June 18, 1992, the committee agreed that it was "sold" on both ideas. Miller made it clear that $7,000 in rent would need to be achieved from one or both centers. The group discussed how renovation of the storage spaces [there were actually two storage spaces, not just one] would be financed and Hubin indicated that if the multicultural center were allocated the storage rooms, there would be funding available from University sources such as the Office of Minority Affairs, CME, Student Affairs and the [ethnic] Student Unions. Geltner agreed to get estimates for the renovation of the storage spaces and the committee agreed to meet again to make a final recommendation after having a better idea on costs and financing.[59]

At the June 29, 1992 meeting of the EMU Board special committee, Miller reported the costs of renovating Room 20C (the two storage rooms),and an estimated cost of approximately $7,750 to $8,125. Hubin moved that the rent and renovation costs be combined and split evenly with each group paying $7,500 plus utilities the first year, and the following two years the rent would be $3,500 per group plus utilities. The motion was approved by the committee and in a second motion they agreed to recommend that Room 20B be the parent lounge and Room 20C be the multicultural center.[60] The full EMU Board approved the recommendations of the special committee at its July 10, 1992 meeting.[61]

In October 1992, Karen Logvin, University child and family services administrator, informed the EMU Board that she had been assigned the responsibility by the University administration to set up a campus family resource center. When she learned that one was to be established in the EMU, she volunteered financial resources from her child and family services budget as well as her own time and expertise to facilitate the development of the parent lounge. The ad hoc group working on the development of that center had agreed that the University did not need two such centers, one for students and one for employees. Logvin asked that the EMU Board and the ASUO support her ongoing commitment to the lounge and her co-sponsorship.[62]

Gerry Moseley, vice provost for student affairs, wrote to Miller in October 1992 to lend his support for a multicultural center in the EMU

and agreed to provide strong advocacy for the center. He noted that he was aware that Miller was interested in finding $25,000 towards the cost of renovating the space for the center. He suggested that Miller ask for a one-time allocation from the office of the President and a one-time grant from building renovation funds under Dan Williams control and possibly try for some University strategic planning money.[63]

Miller followed up with a memorandum to Moseley asking for his support for immediately awarding priority status for the implementation of a multicultural center in the EMU, which Miller believed addressed several of the issues described in the Oregon Model and the University's Strategic Plan. He hoped that a one time expenditure from the University's Strategic Planning Fund could be provided to cover the now 30K to 35K estimated renovation costs. Miller noted that students had agreed that this space would not become just a multi-ethnic lounge but rather an interdisciplinary cultural learning center.[64] Moseley responded by sending a memorandum to President Myles Brand and Vice President for Research John Moseley reminding them that they had discussed the strong campus-wide support for the construction of a multicultural center in the EMU. He urged the groups' agreement to provide the $30,000 needed for the renovation from the unallocated funds for strategic planning. Moseley enclosed letters of support from many student leaders and from Miller and mentioned that the space was located physically very near the offices of the ethnic Student Unions.[65]

The final estimate of cost for the renovation to create a multicultural center in the EMU came in between $80,000 and $100,000. In the spring term elections, the ASUO put a measure on the ballot, asking students if they approved of the concept of a multi-cultural center and the ballot measure failed. Following that defeat, the Incidental Fee Committee proposed that they would come up with $50,000 if the University administration would match it dollar for dollar, which the University administration agreed to. Then the issue became the governance of the center, whether it would be an ASUO agency or

independent. Geltner tried to convince the U of O administration that it should be a U of O multicultural center, but it ended up becoming an ASUO agency, the ASUO Multicultural Center.[66]

By 1997, the Multicultural Center was a going concern, being used extensively for ethnic programs, tutoring, study nights, some office hours for the Office of Multicultural Affairs and administration of the center.[67] In the meantime, by 1993-94, it appeared that the Family Center was not as successful. In November 1993, the EMU Board denied a request by the Family Center to have their $7,000 rent waived, and in fact voted to raise the rent to $10,000, beginning July 1, 1974, and suggested that the space could be rented to some other lessee for the higher rental figure. Miller sent a memorandum to the EMU Board that reviewed the history of the assignment of rental space in the EMU to the Family Center, pointing out the following: their current lease was a one year extension of the original lease and was to end on June 30, 1994; the Board's original decision had been to retain Room 23 as a revenue generating space and the $7,000 was established because it had been the rent paid by the U of O Bookstore and the Board established it as the minimum for that space; and as far back as 1992-93, the EMU Board and the ASUO Executive had expressed concerns about the lack of use of the space during the first year and a use survey had indicated that activity had not increased during the second year. Miller also stated that the Computer Center had asked to expand into this space and several financial institutions had expressed interest in the space for a branch bank. He noted that the Family Center was not a fee funded entity when it signed the initial agreement and they were notified at the time that the Board expected to keep that particular space as a rental space.[68]

In May 1994, it was announced that the Family Center had to be moved out of their space by June 30, 1994 and that there was no other space available for them at that time. It was also announced that the RFP for the lease of Room 23 would be out by early June.[69]

Computer Lab Expansion

In June 1994, the EMU advertised an RFP for lease of Room 23 (the former Family Center space) for "services that demonstrate the capacity to provide a high quality service that makes attainment of the academic enterprise more efficient and effective . . . although not limited to a staffed financial institution service, the establishment of that service [was] a high priority."[70] The EMU Board received three responses to the RFP for Room 23. The University Computer Center indicated a desire to lease the space, which was next door to their current EMU lab, in order to add 30 more work stations that would be configured to provide multi-media access and the Computer Center proposed to pay the minimum rental fee of $7,000 per year and agreed to pay for all needed alterations to the space.[71]

A second response to the RFP was received from the EMU Craft Center. The proposal, submitted by Tom Urban, Craft Center coordinator, proposed that the Cultural Forum/Student Activities Resource Office would move their suite to Room 23 and that the Craft Center would incorporate the Cultural Forum suite into the Craft Center for use for several classes—fibers, picture matting and framing, etc.[72]

The third response to the RFP was received from U.S. Bank. Michael Drennan, senior vice president, proposed to open a satellite facility of their Oregon Campus Branch. The facility would offer all banking products and services except safety deposit boxes. They agreed to pay the minimum rental of $7,000, plus an additional $5,000 per year for a total of $12,000.[73]

In evaluating the three RFP responses, the EMU Board ranked the Computer Center proposal #1, the U.S. Bank bid #2, and the Craft Center proposal #3.[74] When Miller notified Hugi, Computer Center director, that the EMU Board had recommended that he complete an agreement for Room 23 with the Computer Center, he indicated that the EMU Board had been challenged in making this decision because all of the options offered exciting opportunities to enhance the services in the EMU. He told Hugi that he was pleased that the Board had made its decision with a global perspective.[75] In a letter to Drennan of U.S. Bank, Miller told him that the Board had valued their proposal but that, in the final analysis, they had selected the proposal from the Computer Center because it provided free access for students to the internet, electronic mail and CD Rom workstations.[76]

When the EMU Computer Lab expansion into Room 23 was complete, in addition to increased work stations for student use, it was used as the

exclusive training center for all University business and accounting personnel for training in the use of the new University financial information system.[77]

Footnotes Lease

In his October 23, 1996 Director's Report to the EMU Board, Miller asked the Board to contact the ASUO members of the Footnotes Board and the staff of Footnotes to learn of their long-range plans, noting that if their space were to become available it would create some needed flexibility in addressing space issues and needs.[78]

As part of a discussion, the EMU Board, at its October 30, 1996 meeting, were told that Footnotes was not serving as many classes as they once had because students were able to acquire class notes by computer from their professors. Additionally, Footnotes had requested that the Board reduce their rent. Their lease was up for renewal in August 1997. The Board expressed the need for more information on how much profit Footnotes made and how many students they served. Several suggestion were made at the meeting on how the Footnotes space might be used in the future.[79]

In February 1997, on a motion of 8-0, the EMU Board House Committee stated that the EMU Board would look to find other space in the EMU for the Footnotes operation and when that space was found by the end of the school year, conditions and terms of a new lease would be negotiated with Footnotes.[80] Footnotes representatives spoke at the House Committee meeting about the importance of housing the non-profit corporation on campus in order to achieve lower rent and provide access to students. They voiced a willingness to operate elsewhere in the EMU and that a 500 square foot space was the minimum they would need to operate satisfactorily.[81]

In April 1997, EMU Board Chair Guevara informed all organizations occupying space in the EMU of the office moves August 1997 and noted that Footnotes, along with the Rental Information Office, had not yet been assigned a location.[82]

According to Geltner, Footnotes vacated the space and the EMU Board ultimately divided the space between the Multicultural Center and a request from the Lesbian, Gay and Bisexual Alliance for use of the space.[83]

Enlargement of the Multicultural Center

In January 1997, Gwen Tistadt, Multicultural Center Board chair, informed the EMU Board that the space currently allocated to the Multicultural Center was not adequate for their program. She urged the Board to allocate more space to the center.[84] At the same time, the Board received a letter from Weston H. Morrill, dean of student life, giving his support to the Multicultural Center's need for additional space, noting that the space was adequate for their day to day office activities, but totally inadequate for the larger gatherings, including speakers and group discussions. Morrill informed the Board that in his work with the Task Force on Racial Diversity, the Task Force had seen the need for additional space and had proposed enlarging the space as a part of their recommendations to the University president.[85] Additionally, Dan Williams, vice president for administration, sent a memorandum to the EMU Board chair in March 1997 where he stated that it was his understanding that the EMU Board would soon begin to consider requests for changes in the allocation of space in the EMU and he asked that serious consideration be given to the need for additional space to accommodate the programmatic requirements of the Multicultural Center. Williams also referenced the Task Force on Racial Diversity and the approval of its recommendations by President Frohnmayer.[86]

At its January 21, 1998 meeting, the EMU Board discussed the fact that the EMU had been informed that the Multicultural Center renovation or any other kind of renovation in the lower level could not proceed without the entire area being sprinkled. The cost of such a system was estimated at 33K, which significantly increased the original estimate of 50K for the Multicultural Center renovation, plus an additional 24K to lower the floor of part of the area. The Board discussed whether to eliminate lowering the floor and directing 25K to the sprinkler system, but decided to stick with the original decision about the floor and to ask the Student Senate for assistance with the project.[87]

In March 1998, the University issued a supplemental agreement to the Retainer Agreement between the University and Robertson/Sherwood/ Architects to provide professional services to design the remodel of a portion of the EMU basement, including the remodel of the Multicultural

Center/Footnotes space, the fire sprinkler system, and the HVAC system in the Computer Lounge, as per their proposal letter to Dusty Miller of February 11, 1998.[88]

Taking advantage of the fact that the Wildish Building Company was already involved in the EMU as the general contractor and contract manager for the major renovation of the EMU Food Service, Fishbowl, Dining Room and Recreation Center, the University instructed Robertson/Sherwood/Architects to prepare a Change Order to authorize Wildish to proceed with the work of extending the sprinkler system to the remainder of the basement area of the 1950/1963 portion of the EMU and to remodel Rooms 34 and 33 for the Multicultural Center.[89] In May, Wildish informed Robertson/Sherwood that the cost of labor and materials required to finish the Multicultural Center as described in their drawings would be $55,162 and asked them to issue a change order to that affect.[90]

ATM Leases

In 1992, the EMU Board ratified a Board committee recommendation that the U-Lane-O bid for ATM space in the east addition of the EMU be accepted. The Board accepted U-Lane-O's bid because of the rental terms and the amount of the transaction fee that was a part of their bid.[91]

An RFP was issued in July 1993 for proposals for the exterior, wall mounted, ATM just off the Fishbowl in the EMU.[92] In response to this RFP, Bank of America proposed to install their ATM in this space for a base monthly rent of $500 per month, plus a transaction fee of $.11 per transactions over 3,000 transactions per month. Additionally, the machine would also be able to accept deposits, which was an increase in service level at this location. The lease was accepted and signed on October 19, 1993.[93]

In May 1996, Bank of America requested that their lease for the ATM on the Fishbowl Terrace be extended for an additional four years. They were interested in two additional four year options to renew, noting that their lease was up for renewal on October 31, 1996.[94] Racette followed up on phone conversations with Virginia Helmer of Bank of America, and sent her signed copies of an amendment to their lease agreement with the EMU, which extended the lease through June 30, 1998. She explained to Helmer that the amendment changed the end of the lease from October 31, 1998 to June 1998 in order to coordinate with the large renovation construction project that would be taking place in the Fishbowl and other areas of the EMU.[95]

In November 1996, Racette notified the University's Telecommunications Department of the final ATMs that would be installed in the EMU in the Recreation Center. She indicated that contracts were being negotiated with U-Lane-O Credit Union, South Umpqua Bank, U.S. Bank and Key Bank. She also indicated that Wells Fargo Bank had asked that a space be saved for them.[96]

In June 1998, Key Bank notified the EMU that they would not be renewing their lease and noted that the volume of transactions at the EMU location and the upcoming lease options as reasons for removing their machine.[97]

Following the completion of the major EMU renovation project in 1998, all of the ATMs that had been temporarily located in the Breezeway were moved to the completed ATM Center in the old TV Room, off the southwest corner of the Fishbowl.

Oregon Daily Emerald Lease

As had been the case since 1974, the *Oregon Daily Emerald* newspaper continued to lease a sizeable amount of office space on the EMU 3rd floor. As with other rental rates, the EMU Board, in May 1995, raised the rate to $.70 per square foot for 1995-96 and $.80 per square foot for 1996-97. Additionally, the contract with the *ODE* was to be a three year contract, reviewed annually.[98]

In August 1996, Judy Riedl, *ODE* general manager, discussed with Miller the possibility of a longer than year by year lease extension in order to guarantee that the *ODE* could recoup their costs involved in converting their darkroom into office space—estimated at $8,000. Miller explained the constraints under which the EMU worked, and Riedl was disappointed that the extension was not feasible. She informed Miller that since she was faced with a limited window of opportunity, they would proceed with the renovation without a lease extension. Reidl stated that in making this decision she was "relying on indications given [the

ODE] two years ago by the EMU Board of Directors and EMU Space Committee that they had determined that the *ODE* was a desirable and appropriate tenant for the third floor space."[99] She went on to indicate to Miller that she hope that recognition would be given to the *ODE*'s substantial investment in their facility over the prior several years when future rental rates were determined for the space. In addition to the estimated $8,000 for the current work, the *ODE* had spent $11,000 two years prior to wire their offices for computer use and access to the University network.[100]

Building Remodel and Restoration Projects in the 90s

The decade of the 90s saw perhaps the largest number of projects in the EMU in the areas of building repair, remodels and restorations of any other decade. The projects that follow were in addition to those involving lease operations and do not include the major renovation of the Food Service, Fishbowl, Recreation Center, etc., which is covered in Chapter XVII.

New Club Sports Office Suite

Following the decision that the possibility of expanding the Club Sports office in its present location was not financially feasible, Robertson/Sherwood/Architects had been asked to provide a cost estimate to build a new Club Sports office by filling in a portion of the Breezeway located under the Concourse, just outside the area occupied by the Computer Lounge and at the base of the stairs leading up to the Concourse on the 1st floor. They estimated that the total cost of the project would be $66,900, including direct construction costs of $54,900, plus other fees, etc. of $12,000.[101] The funds for the project would come from the Building Repair Reserve and from the $15,000 that had been allocated by the Incidental Fee Committee and transferred to the EMU the previous year. When presented to the EMU House Committee they voted to recommend the project to the EMU Board.[102]

In November 1990, McMillan announced to the EMU Board that the Campus Planning Committee had approved the plans for the new Club Sports Office suite, as presented by Robertson/Sherwood/Architects and

that the architects were in the process of drawing up the plans that would be the working drawings for the project.[103]

In early January 1991, the University sent the construction documents and the University's approval for bidding the Club Sports Office addition to the EMU to the State Board's Office for their approval. The pre-bid budget totaled $86,000 with direct construction estimated at $$65,500. The request for approval noted that the funding for this project was available from the EMU Building Repair Reserves.[104]

The project was advertised for bid in early March 1991, with bids due by April 3, 1991. The work was described briefly as construction of a 720 square foot addition to the EMU building.[105]

From four bids received for the construction on the Club Sports Office addition, the bid from Kast Construction was the lowest. Their base bid was for $58,061, plus $1,630 for Alternate 1 cabinetry in Room 001, and $1,430 for Alternate 2 wall shelving and island cabinet for Room 002, with a total of $61,121 for the whole project.[106]

Randy Nishimura of Robertson/Sherwood/Architects notified the University on October 15, 1991 that Kast Construction had satisfactorily completed all of the work on the EMU Club Sports Office addition.[107]

In February 1992, the Physical Plant notified the EMU that the Club Sports Office addition to the EMU was complete and all expenses had cleared the general ledger and no additional charges were anticipated. Therefore, the balance of funds in the amount of $15,288.32 of the original transfer of $86,000 from the EMU Building Reserve account could be returned to that source account in the EMU.[108]

Thus, after years of existing in a postage stamp size office in the basement of the EMU, the Club Sports program had an office that could adequately serve the many needs of the students involved in the various sports clubs and their coaches, plus serve staff needs.

Campus Radio Station Remodel

In October 1991, James January, representing KWVA, the campus radio station, appeared before the EMU Board House Committee to explain the problems they were having finding space to house the new campus radio station. He explained that they were under pressure because of FCC

deadlines that they needed to meet. The House Committee agreed to work with January to try to find space for the radio station in the EMU or elsewhere on campus.[109] Later that same month, the House Committee noted in their "Space Audit Guidelines," that their first goal was to accommodate the campus radio station and any necessary adjustments for other groups.[110]

Racette wrote a memorandum to the House Committee when she learned that they were considering moving the Innovative Education office from M110 to share the space assigned with ESCAPE in order to assign the new campus radio station the space in M110. She offered the House Committee an alternative suggestions because she was concerned about a number of issues. Racette noted that sound would be a problem in M110 because the walls were thin on the mezzanine level and the station would interfere with activities in adjacent offices. She was also concerned with the electrical system, since the system in M110 was shared with the surrounding offices including the EMU Computer Network office next door to M110. Racette suggested that the House Committee consider putting the radio station in M112, the office currently occupied by Merv Whitaker, building maintenance superintendent, and moving Whitaker to M110. She explained that: M112 had concrete block walls that would absorb sound; the electrical system was separate from the other offices; the radio station would be located at the top of the stairs from the back loading dock making for easier evening and weekend access; and that the option existed to provide future space for the station by accessing the locker room area of the Women's Restroom next door to M112.[111]

In late November 1991, Jon Organ, chair of the House Committee, informed the EMU Board that the committee had approved a plan for the location of the campus radio station into the space currently occupied by Whitaker and the adjacent locker room. This plan was approved by the full Board by a vote of 11-0-0.[112]

It was announced to the House Committee that KWVA procured a bid of $4,400 for the renovation to convert the office and locker room into an office and broadcast station, the funds to come from the radio station. The bid for the work needed in room 15B amounted to $3,300

and would come from the EMU Building Repair Reserve account.[113] 2 G Construction actually bid $4,057 for the labor and materials for remodeling M112/113 for the radio station, not including painting, moving or installing lockers, etc.—work that would be done by the EMU staff.[114]

As explained to the EMU Board in January 1992, problems had arisen with the newly renovated quarters for the campus radio station. In order to pass inspection, the city had indicated that a system of ventilation would need to be installed. Two options were explained to the Board, one to have a window mounted air conditioning unit installed and a second option to install a roof mounted heating/cooling system. After a short discussion, the Board voted to install the window air conditioner as the most cost effective solution.[115]

By October of 1994, it was apparent that KWVA would need more space for its growing program. Miller announced to the staff that at the EMU's request the City of Eugene had rendered a final decision on an expansion plan for KWVA and that the station would likely expand into adjacent Mezzanine level Women's Restroom and that the work would be done over the winter holidays.[116] By November 1994, the City of Eugene had issued a building permit for the expansion into the Women's Restroom and it was announced that the work would begin immediately. Miller noted that though the project did take away some space and service used by EMU administrative and Food Service staff, he hoped that everyone would understand that the sacrifice allowed the EMU to facilitate the growth of the radio station.[117]

EMU Front Courtyard Renovation

As early as 1991, Jon Organ, chair of the EMU Board House Committee, raised the issue of many problems associated with the EMU Courtyard. In particular, the committee was concerned with the erosion of several of the banks surrounding the courtyard, especially the hillside leading down from the Walnut Room. Additionally, the committee was interested in adding artwork to the courtyard. Since no cost figures had been generated for these improvements, the House Committee passed a motion to have Organ meet with McMillan and Fred Tepfer, planning associate in the

University Planning Office, regarding a redesign of the courtyard with the idea of integrating artwork into the design.[118]

Following a meeting of Organ, McMillan and Tepfer, plans were developed for the renovation of the courtyard and Organ presented those plans to the EMU Board, asking that the Board approve the request of an estimate for the cost of the project. The project would include dealing with the eroding hillsides, adding a stairway to the Walnut Room and acquiring student art work (possibly a mural) for the courtyard. The Board approved a motion to use the Building Repair Reserve fund to get an estimate on the courtyard design on a vote of 12-0-0. Organ noted that the Board would have to vote again to approve the project once an estimate of cost had been obtained.[119]

In June 1992, Geltner, interim EMU director, gave the EMU Board copies of design diagrams submitted by the Physical Plant for the renovations to the EMU Courtyard. After studying the design and further discussion, noting that this proposal was not at all what the Board had requested, the Board voted to ask the Physical Plant to retain the right side of the diagram, but to re-design the left side of the diagram to reflect the Board's original request for a terrace style renovation.[120]

By December 1992, the only part of the EMU Courtyard project to have progressed to the point of soliciting bids for construction was a Courtyard Stairway Project. Miller, new EMU director, was notified by the Physical Plant that three local contractors had bid on the project and that Morris Kielty Construction was the low bidder at $14,000, which was higher than the designer's preliminary estimate, but probably a good estimate of the cost of the work in the current business climate.[121] Miller reported this information to the EMU Board at its first meeting of the new term in January 1993, noting that the bid at $14,000 was $6,500 more than the original estimate. He recommended that the bid not be accepted and the Board concurred.[122]

Nearly one year later, in November 1994, the EMU Board, while approving a list of items to be funded from the EMU Building Repair Reserve, considered a motion to get updated estimates of the cost involved in renovating the EMU Courtyard into an amphitheater and that, if the estimate came back under $60,000, the EMU Board would automatically proceed with the project. When that motion failed, the Board gave the

EMU director permission to get updated quotes and information on a possible loan from the State System of Higher Education for the improvements.[123]

Miller informed the EMU Board House Committee that he had checked with OSSHE regarding the availability of a loan to cover the cost of renovation of the courtyard and that no funds were available at that time. He noted that a simple interest loan for half the amount had been discussed and might be a future possibility.[124]

A Courtyard Statement of Purpose was written in school year 1996-97. It stated that a courtyard renovation project would; correct current problems of courtyard traffic patterns and congestion caused by programing; create a true courtyard for the EMU; be a student project that benefitted students for years to come; create much easier and safer access to the EMU; and save substantial money and be the best opportunity and best buy for the EMU. The statement went on to state that this project had the possibility of creating a three-in-one courtyard that would have a distinct amphitheater for programming with ADA accessibility and seating, a separate walkway that allowed traffic patterns not to interfere with events, and a safe and clear path to the front door of the EMU. The cost estimate for this proposal was 350K and the proposed funding was the ASUO Incidental Fee Reserve account, which were unexpended incidental fees. It was also proposed that the EMU Board allocate $100,000 from their Building Repair Reserve account to co-fund this student initiated project. The statement also noted that this was an opportune opportunity because the same contractor could be used as was contracted to do the major renovation of the Food Service and Recreation Center.[125]

In January 1997, Susan Hilton, chair of the University's Campus Planning Committee, appointed a Project User Group for the EMU Courtyard Project. Those appointed to the User Group were: Matthew Scotten, ASUO president; Jay Breslow, Multicultural Center; Cindy Boogaard, EMU Board; Wylie Chen, ASUO projects coordinator; Art Farley, Campus Planning Committee; Kim Guevara, EMU Board; Stan Jones, assistant professor of landscape architecture; Jason McLennan, Solar Information Center; Dusty Miller, EMU; and Mildred White, student AIAS. Hilton noted that the group would be responsible for "developing the programmatic requirements of the project; interviewing and selecting

an architectural firm to design the facility; working with the Campus Planning Committee and Planning Office to evaluate possible configurations for the project; and making all appropriate recommendations to the Campus Planning Office."[126] Hilton asked Wylie Chen to serve as the chair of the User Group, appointed Art Farley as the liaison to the Campus Planning Committee and indicated that Fred Tepfer, University planner, would serve as the staff to the User Group.[127]

This time around, rather than being initiated by the EMU Board, the Courtyard Project had been initiated by the ASUO President Matthew Scotten, with the support of the EMU Board. In April 1997, Scotten and Glen Banfield, ASUO vice president, sent a proposal to the ASUO Student Senate that requested the Senate to allocate approximately $300,000 of the unallocated Incidental Fee reserve to the Courtyard Project. This proposal was made partially to honor the 100 year anniversary of the ASUO. Scotten noted that this was an opportunity for the Student Senate to honor the ASUO's century of and tradition of activism and involvement. He described the problems created by the current courtyard design including the traffic pattern problems during programed events, the lack of seating space or gathering space. He spoke of the brick pavers that had been installed 20 years ago and that they had settled and shifted, creating near-permanent puddles that were particularly difficult for people with different physical abilities. Scotten stated that the solution to the problem was a courtyard design that put students' needs first. He informed the Student Senate that in planning for the design, emphasis was placed on creating a space that facilitated outdoor programming and events, but noted that attention was also paid to the courtyard's role as an eating space and a casual gathering space. Finally, he said that despite the need for many other improvements, the EMU Board had dedicated $50,000 from their Building Repair Reserve because the project was too important and it was too unique an opportunity to pass up. Scotten ended his proposal by stating, "We have the opportunity to create a forum for programming, events and debates that will fuel the next generation of student activism and involvement on this campus. We also have the opportunity to fix an area that is in desperate need of repair. Most importantly, we have the opportunity to give something back to the students whose support has been key to the renowned success of student activities on this campus for over 100 years."[128]

On April 17, 1997, Scotten and ASUO Vice President Banfield notified University President David Frohnmayer that the ASUO Student Senate had voted on April 16, 1997, by a vote of 10-3, to allocate $335,000 of the unallocated Incidental Fee Reserve account toward the project to renovate the EMU Courtyard. They requested the president's approval of this allocation in accordance with the Clark Document [Incidental Fee Guidelines] and requested a quick decision because the afford ability of the project hinged on its inclusion in the bid process for the major EMU renovation and that process would begin in three days.[129] Frohnmayer responded the next day with his official approval.[130] Miller announced to the EMU Board that the ASUO funding for the courtyard renovation had been approved by the Student Senate and President Frohnmayer at the requested level of $335,000. He noted that amount when added to the Board's earlier commitment of 50K would allow the completion of this project, which had an architect's estimate of 360K. Miller urged the Board to continue its commitment at the 50K level with the agreement that the ASUO to spend their 335K first and backfill with the Board's 50K. He indicated that no Board action was necessary at that time.[131]

In early June, 1997, the Campus Planning Committee reviewed the landscape plans for the EMU Courtyard project, prepared by Cameron McCarthy Gilbert, landscape architects, who had been selected to design the project. The Committee agreed unanimously to recommend to the University president that he accept, on behalf of the University, the design for the new EMU Courtyard, including the proposed Erb Memorial Union sign on the wall near the corner of 13th and University, and asked that three items be considered as the design for the project was completed. The items to be considered were: that the stage be located more to the north to reduce the projection of sound to Columbia, Friendly and Fenton Halls; that the throat of the top of the sloped sidewalk descending toward the Breezeway be widened; and that a contrast or protection along the side descending sidewalk toward the Breezeway be included in the design.[132]

In September 1997, Miller informed the EMU Board that after meeting with contractors, architects and other U of O personnel about the bid for

the courtyard remodel, it looked like the project would cost between 410K and 425K. He noted that the ASUO had committed 335K, that the Board had approve 50K in the spring of 1997, and that the EMU could contribute 30K from the newly negotiated U of O Vending Contract. Miller said, "So it looks as though we have a project and can look forward to a new courtyard in the spring of 1998 and the major renovation of the EMU in August 1998."[133]

The EMU Board gave final approval of the ASUO sponsored courtyard renovation project at its December 4, 1997 meeting, on a vote of 13-0-0, noting that the completion of the project would come in time for the ASUO's 100th anniversary.[134]

As a part of the bid specifications for the courtyard renovation, it was specified that the University Seal located within the existing courtyard was to be salvaged along with the two time capsules that were placed under the seal (one from the original 1950 building and one from the 1974 renovation of the courtyard) and stored for reinstallation where shown on the project drawings. Additionally, the brick lecturn called the "Free Speech Platform," which had been salvaged from the Fishbowl Terrace wall during the current building renovation project, was in storage ready for reinstallation as a part of the courtyard renovation project where specified on the drawings.[135] The drawings showed that the University Seal with time capsules underneath would be place in the side walk at the southeast corner of 13th and University, and that the Free Speech Platform would be reinstalled on the north side of the amphitheater stage.[136]

The wording on the bronze plaque to be placed in the courtyard read as follows:

> Erb Memorial Union Amphitheater—This Amphitheater was created in recognition of 100 years of student involvement in the University. Major funding was provided by the Associated Students of the University of Oregon with the assistance of the EMU Board of Directors—1998—Landscape Architect Cameron—McCarthy—Gilbert, Eugene, Oregon—General Contractor Wildish Building Company, Eugene, Oregon.[137]

At its January 21, 1998 meeting, the EMU Board discussed the subject of what to name the new amphitheater in the renovated courtyard and, following the discussion, approved a motion by a vote of 13-0-0 to name the new area "The Amphitheater."[138]

Unlike most University construction projects, besides being responsible for the majority of the funding for the courtyard project, students were also heavily involved in parts of the actual irrigation and planting installation under the supervision of the Cameron-McCarthy-Gilbert. They were able to secure a sizable donation of materials for the irrigation system and students in the Landscape Architecture Department of the University installed the majority of the system, with Tim King and the University grounds crew completing the remainder of the irrigation work. The only cost to the project was $400 for irrigation parts with the value of the completed system estimated at $7,500. The architects also coordinated the soil preparation and planting work which was completed by student volunteers and the University grounds crew.[139]

In recognition of the landscape work done by University students, Yujin Chi, representing the University Day committee, appeared before the EMU Board to request that a plaque be placed in the courtyard that would read "Landscaping by U of O students in cooperation with the Lane County Alumni Chapter. May 14, 1998" and the Board approved the request on at vote of 13-0-0.[140]

In 1999, following completion of the EMU Amphitheater, Chris Ramey, University architect and director of the University Planning Office, received a case study award for excellence in campus design from the Association of University Architects for the case study that he submitted about the EMU Amphitheater.[141] The study, titled "Spaces for communities to exchange ideas . . . a fifty-year history of a space returned to its community," traced the history of the gathering place in front of the EMU, starting as a grassy lawn in the 50s, the creation of the 70s underpass, culminating in the 1998 renovation into the EMU Amphitheater. He made particular note of the importance of the "rejuvenation of this space into one that supports the building of communities" and "as a lesson for all campus architects on understanding

the importance of [their] core values as [they] design the spaces intended to support [their] institutions."[142]

Re-Roofing Project

In May 1993, Miller sent a letter to Truman Baird, OSSHE, documenting the difficulties that the EMU had in maintaining and repairing its facilities over the years, due to inadquate funding of the Building Repair Reserve and because of the EMU's inability to secure additional incidental fee funding during crisis budget times. He noted that deferred maintenance could only be deferred so long and asked for any assistance possible from OSSHE to help confront the many building repair needs, including the need for funds to cover a major re-roofing project. Miller stated that any principal or interest payments required by OSSHE would be budgeted into the Building Reserve and paid annually.[143]

In late June 1993, Racette informed key staff that she had received confirmation from Baird that OSSHE would convert some bonds from another now defunct U of O project to the EMU roofing project in the amount of $250,000, with the EMU paying an annual debt service of $18,500 from the Building Repair Reserve. She asked Miller to contact Gary Fritz, Physical Plant, to see if Soderstrom Architects could update their earlier roofing report, done in 1986, as it seemed unreasonable to re-invent the wheel.[144]

The recommendations from Soderstrom Archtiects were not received until November of 1993, consequently the work did not begin until the spring of 1994. Their base bid recommendation included tearing off and re-roofing six roof areas with new single ply systems at an estimated cost of $163,000, and repairing all standing seam copper roofs at an estimated cost of $6,000. The recommendation also included one alternate that would repair and re-saturate three coal tar roof areas in lieu of re-roofing with single ply membrane for a deduct of $30,200.[145]

In May 1994, Miller announced the good news that the EMU would finally be able to proceed with its re-roofing project. He indicated that this was due to long term vision of the EMU Board, a loan from OSSHE and an aggressive bid process handled by the Physical Plant. Miller

anticipated that a contract would be signed with Snyder Roofing Company in the amount of $269,361 and that work would begin at the end of May and be completed by September 20, 1994.[146]

The total project budget, including contingencies and design services, etc. was in the amount of $326,000.[147] Miller was able to confirm with Baird that OSSHE had sufficient bond funds to loan the EMU between $350,000 to $360,000 for the roofing project, so the project could proceed.[148]

HVAC System Upgrade/Energy Conservation Project

In January 1993, Miller informed George Hecht, Facilities Services director, that he was searching for funding energy conservation or renovation in the EMU. He told Hecht that he had been working with Linda Jordon of the Small Scale Energy Loan Program (SELP) based in Salem and indicated that the step one audit had been completed by Systems West and accepted by Jordon, and that the step two audit had been approved to be done by EESI. Miller noted that a newly discovered variable had been added to the mix in that EWEB would be willing to accept either firms data for the step two audit, and if this protocol and the numbers were correct, it was possible that EWEB would assist the EMU retrofit with a monetary grant. This would reduce the amount that the EMU would have to borrow and the payback to the State would remain revenue neutral in the EMU's operating budget. Miller described the newer east portion of the EMU as having only one large air handling unit that probably wasn't sufficient to push the volume of air that the space demanded and that it had 50% single glazed glass, a horrible insulator resulting in the EMU's "heating all of outdoor Eugene."[149]

Upon the completion of the step two energy audit, Miller informed key staff that the audit indicated that the EMU could retrofit out of savings and pay off the project in 6.3 years at the worst. He also indicated that EWEB might give the EMU a grant that would make the project even more attractive.[150]

The EMU administration proposed and the EMU Board approved the securing of a $420,000 SELP loan from the State Department of Energy to allow the EMU to retrofit much of its existing lighting system and to

the importance of [their] core values as [they] design the spaces intended to support [their] institutions."[142]

Re-Roofing Project

In May 1993, Miller sent a letter to Truman Baird, OSSHE, documenting the difficulties that the EMU had in maintaining and repairing its facilities over the years, due to inadquate funding of the Building Repair Reserve and because of the EMU's inability to secure additional incidental fee funding during crisis budget times. He noted that deferred maintenance could only be deferred so long and asked for any assistance possible from OSSHE to help confront the many building repair needs, including the need for funds to cover a major re-roofing project. Miller stated that any principal or interest payments required by OSSHE would be budgeted into the Building Reserve and paid annually.[143]

In late June 1993, Racette informed key staff that she had received confirmation from Baird that OSSHE would convert some bonds from another now defunct U of O project to the EMU roofing project in the amount of $250,000, with the EMU paying an annual debt service of $18,500 from the Building Repair Reserve. She asked Miller to contact Gary Fritz, Physical Plant, to see if Soderstrom Architects could update their earlier roofing report, done in 1986, as it seemed unreasonable to re-invent the wheel.[144]

The recommendations from Soderstrom Archtiects were not received until November of 1993, consequently the work did not begin until the spring of 1994. Their base bid recommendation included tearing off and re-roofing six roof areas with new single ply systems at an estimated cost of $163,000, and repairing all standing seam copper roofs at an estimated cost of $6,000. The recommendation also included one alternate that would repair and re-saturate three coal tar roof areas in lieu of re-roofing with single ply membrane for a deduct of $30,200.[145]

In May 1994, Miller announced the good news that the EMU would finally be able to proceed with its re-roofing project. He indicated that this was due to long term vision of the EMU Board, a loan from OSSHE and an aggressive bid process handled by the Physical Plant. Miller

anticipated that a contract would be signed with Snyder Roofing Company in the amount of $269,361 and that work would begin at the end of May and be completed by September 20, 1994.[146]

The total project budget, including contingencies and design services, etc. was in the amount of $326,000.[147] Miller was able to confirm with Baird that OSSHE had sufficient bond funds to loan the EMU between $350,000 to $360,000 for the roofing project, so the project could proceed.[148]

HVAC System Upgrade/Energy Conservation Project

In January 1993, Miller informed George Hecht, Facilities Services director, that he was searching for funding energy conservation or renovation in the EMU. He told Hecht that he had been working with Linda Jordon of the Small Scale Energy Loan Program (SELP) based in Salem and indicated that the step one audit had been completed by Systems West and accepted by Jordon, and that the step two audit had been approved to be done by EESI. Miller noted that a newly discovered variable had been added to the mix in that EWEB would be willing to accept either firms data for the step two audit, and if this protocol and the numbers were correct, it was possible that EWEB would assist the EMU retrofit with a monetary grant. This would reduce the amount that the EMU would have to borrow and the payback to the State would remain revenue neutral in the EMU's operating budget. Miller described the newer east portion of the EMU as having only one large air handling unit that probably wasn't sufficient to push the volume of air that the space demanded and that it had 50% single glazed glass, a horrible insulator resulting in the EMU's "heating all of outdoor Eugene."[149]

Upon the completion of the step two energy audit, Miller informed key staff that the audit indicated that the EMU could retrofit out of savings and pay off the project in 6.3 years at the worst. He also indicated that EWEB might give the EMU a grant that would make the project even more attractive.[150]

The EMU administration proposed and the EMU Board approved the securing of a $420,000 SELP loan from the State Department of Energy to allow the EMU to retrofit much of its existing lighting system and to

install a computerized HVAC system. The two projects, once completed were expected to create energy savings sufficient to repay the loan within ten years.[151]

In October 1993, an Interagency Loan Agreement was signed between the Oregon Department of Energy and the Oregon State System of Higher Education for the energy retrofit project at the EMU that included measures to upgrade the energy management system, T-8 lamps and electronic ballasts, fluorescent lights, 5-watt diode exit lights, occupancy sensors. compact fluorescent lights in common areas and dimming photocells. The total amount of the loan was for $420,963.[152]

In November 1993, Facilities Services requested and received permission to issue bidding documents for the EMU Control System Upgrade, based on plans prepared by Environmental & Engineering Systems, Inc., that would upgrade an existing HVAC controls system in the EMU. The pre-bid budget for the project was for a total of $270,000. with $210,000 in direct construction costs. The project was the second half of the energy conservation project funded by the SELP loan and supplemented by EMU operating funds.[153]

In April 1994, Miller informed the EMU Board that a grant in the amount of $84,000 had been received from EWEB and deposited in the Building Repair Reserve, to be used for the energy retrofit project. However, he also informed the Board that the bid for the HVAC portion of the project had come in over budget, 350K vs. 220K. Miller gave the Board several options to consider including: asking EESI to reduce the scope of the project closer to 220K and rebid the project; rebid the project the HVAC project as originally designed, hoping that it might come in lower than 350K, and if it didn't, borrow the additional amount from SELP/DOE, who were willing to increase the amount of the loan, extending the payback period from ten to 15 years; ask SELP to allow the use of the remaining 200K to continue retrofitting the lighting system; or give the money back to SELP.[154]

George Hecht, Facilities Services director, Skip Hamilton from EESI and Brian Holly made a presentation to the EMU Board, at its May 11. 1994 meeting, about the finishing of the HVAC project in the EMU. They explained to the Board that the current system used in the EMU was 60 years old, based on pneumatic controls and that the new system being

proposed was computer based. They noted that it was a more accurate system, faster, and would allow Facilities Services workers to pinpoint where a problem was and cut down on response time to fix problems. After considering the benefits of the full system, the Board voted unanimously to install the full HVAC system at an estimated cost of $450,000.[155]

In late May 1994, Gary Fritz informed Linda Jordon, DOE, that the EMU SELP funded energy conservation measures were partially completed with the lighting measures in place. He informed Jordon that the bids for the Energy Management and Control System had come in substantially higher than expected and that the EMU administration and EMU Board had considered all alternatives and determined that the anticipated energy savings would justify the increase in the scope of the project. As a result, the University was requesting that the Loan Amount be increased by $130,000 to $550,963 from $420,963. He noted that it was the University's understanding that the energy savings would cover the additional payment requirements.[156]

In late June 1994, OSSHE sent Landis & Gyr Powers the signed contract documents for the EMU Control System Upgrade project in the amount of $386,939, with a completion date of November 1, 1994. This letter served as a notice to proceed with the work.[157]

In early July 1994, OSSHE informed JKG that the final inspection on the EMU Lighting Retrofit Project had been completed and that the work they did on the project had been accepted as of March 25, 1994, with a final contract amount of $175,424, including all change orders.[158]

The Landis & Gyr Powers contract for the HVAC control system upgrade took much longer than the original estimated date of completion and a project acceptance notification was not sent to Landis until March 1997. The final contract value amounted to $365,608 from a total project budget of $433,591.[159]

1st Floor Main Lobby Changes

In June 1993, the EMU Board approved a motion to mount the portrait of Martin Luther King, Jr. below his quotation on the north lobby wall. [160]

Miller notified the EMU Board in July 1994 that he would be painting over the mural located on the south upper wall of the 1st Floor Main Lobby.[161] [This was the mural painted by Don Stevenson as a part of the original building design in 1950, described in Chapter IV.]

Craft Center Loft

During the 1980s, the Craft Center staff had constructed a loft over the woodworking area in the center to be used for the storage of wood and other materials used in the center. The loft had been constructed without a building permit and had not been inspected by a City of Eugene building inspector. During routine inspections, the Fire Marshall had determined that the loft did not meet code specifications.

In January 1992, Frank Geltner, interim EMU director, raised the issue of the loft with the EMU program staff and asked them to consider who should pay for the cost associated with bringing the Craft Center loft up to code: the EMU or the Craft Center.[162]

The Program Staff discussed the Craft Center loft issue at their February 12, 1992 meeting. The Fire Marshall had tagged it for partially blocking the sprinkler system and, as a result, the Physical Plant reviewed the issue and reported the code violation to the City. The Craft Center now needed to have an architect review the area and make a report to the Physical Plant with plans to bring it up to code. After considerable discussion, it was the concensus of the Program Staff that the Building Repair Reserve should pay the architects fees and for the building permits and materials. The Craft Center would then do the work needed to make the repairs to bring the loft up to code.[163]

In late January 1993, Racette informed Miller, Urban and Merv Whitaker that she had received a letter from Jim Robertson, architect, noting that, after many months of meetings, letters, and site visits, the City of Eugene was unable to find any exceptions in the building code that would allow the EMU to retain the Craft Center storage loft and that it would need to be removed. Robertson told Racette that the Building Official and the Fire Marshall were willing to put off demolition until sunmer, when there would be less traffic in the Craft Center, with a deadline of August 31, 1993. Racette indicated that the EMU would have to obtain a demolition permit to remove the existing structure and that it should be obtained as soon as possible in order to show a good faith effort to the City.[164]

A final resolution to the loft problem was confirmed by Robertson to Wally Gresl, City of Eugene building official, in June 1993. Based on input from the City, he noted that the EMU had developed a proposal in lieu of complete removal of the loft structure. The EMU proposed to modify the existing loft to be used for storage purposes only and access would be by portable ladder, with the understanding that no one would be allowed to walk on or occupy the structure. This solution was agreeable to the City and would not require a building permit.[165]

Carillon Bells Replacement

In November 1994, the EMU Board approved a list of items to be accomplished during the year from the Building Repair Reserve including an item to partially cover the cost of replacing the electronic Carillon Chimes [bells] in the EMU. The $10,000 cost would go with a gift of $5,000 to replace the bells, which had become inoperative. This action was taken in response to several requests from around the campus that the bells be replaced.[166]

Miller announced to the EMU Board in January 1995 that the new Carillon Chimes [bells] had been ordered using the Building Repair Reserve monies and that Vice Presidents Williams and Remmington had made funds available to complete the purchase.[167]

Changes to Suites 1, 2 & 5/Greek Life Suite

In January 1995, Geltner presented to the EMU Board House Committee a summary of Tom Urban's proposal for the changing of the space in Suite 1 and 2 on the Ground Floor of the EMU east addition. The proposal called for the re-arranging of the spaces used by: the Cultural Forum (Suite 2); the Craft Center; and OSPIRG, the Survival Center, Alpha Phi Omega, the Student Insurgent and the Snow Club (Suite 1). The plans called for the renovation of Suite 1 into two large suites, 1A and 1B. The Cultural Forum would move from Suite 2 to Suite 1A and the other groups would be placed in mini suites in Suite 1B. The Craft Center

would then be able to expand into Suite 2. The House Committee, by a vote of 6-0, approved a motion to notify these groups to appear before the House Committee at its next meeting to discuss the feasibility of the renovation of Suite 1.[168]

In late February 1995, following further discussion with all of the groups involved, the House Committee approved a motion regarding the renovations that stated: the Cultural Forum would move into the west half of Suite 1; the current remaining occupants of Suite 1 would move into the east half of Suite 1; the EMU would fund the construction of a wall separating the east and west areas of Suite 1 as well as a new door to the space created by the installation of the new wall; the Craft Center would integrate the space formally known as Suite 2 into its facilities; and that the estimates for this project not exceed $12,000, including electricity, telephones and the removal and storage of the Stained Glass University Seal. If the estimates for the project exceeded $12,000, the project would return to the EMU Board for their further decision.[169]

To further simplify the relocation of the organizations, the House Committee notified all of the organizations who were to occupy the two spaces resulting from the renovation of Suite 1 that the east portion of the Suite would be designated as Suite 1, and the west portion as Suite 2, thus making it possible for them to retain their current mailing address designations in the future.[170]

The move of the Cultural Forum/Program Office/SARO to Suite 1 allowed the temporary use of the Suite 2 Craft Center space by Greek Life, which was being transferred to the EMU from Oregon Hall. Once permanent space was found or built for Greek Life, the Craft Center would take over the Suite 2 space permanently.

In late October 1995, the EMU Board passed a motion 8-0 that Greek Life would remain in the Craft Center space (Suite 2) through February 1996 with the understanding that the space would remain permanently dedicated to the Craft Center. Members of the EMU Board were scheduled to meet with Jim Robertson, architect, for a walk through of the EMU to look for potential sites for the Greek Life Office.[171]

Following the walk through of the building, Robertson provided cost estimates on six expansion options to accommodate the Greek Life Suite. Option 1 was for a 900 square foot addition at the lower level south of the

ASUO Suite and west of the Forum Room at a cost estimate of $149,000.[172] After considering the six options, the plan to build a new office suite was shelved, due to cost, and Greek Life remained in Suite 2 until the summer of 1998.

At that time, the student offices located in Suite 5, except for Panhellenic and the Interfraternity Council, were moved to other spaces in the EMU in order to create space for a complete Greek Life Suite, including offices for their staff members. Racette arranged for the transfer of funds to accomplish these tasks: $18,544 from the Building Repair Reserve for facility renovation and $7,602 from the equipment reserve for the purchase of furniture and equipment.[173]

One of the major offices that had been located in Suite 5 was the Off-campus Housing Office. In order to continue to provide them with adequate space, the EMU ordered and installed an Office/Kiosk in the east lower level lobby for use by Off-campus Housing. It was a stand-alone office module manufactured by Herman Miller and purchased from Office World of Eugene at a cost of $8,500 for the module plus installation.[174]

Storage and Resurrection of Stained Glass U of O Seal

Due to the remodeling of Suite 1 and the need to create a second door into the Suite, it was necessary to remove the framed stained glass U of O Seal that stood in front of Suite 1. The Seal was originally a part of the skylight in Johnson Hall, the University administration building. It was rescued from storage in the Old Church on campus, framed and placed in the EMU Bottom of the Bowl basement space in the 60s; moved during the creation of the Breezeway in 1974 and designed into the location in front of Suite 1. It was now to be stored away again. In April 1995, the EMU Board House Committee passed motion to request the University to store the stained glass Seal until such time as it could be incorporated into the new food service project, if and when that became an option.[175]

In 1998, after being stored in the Silva Warehouse, the U of O Stained Glass Seal was restored to Johnson Hall and located in the Johnson Hall conference room. This occurred as a result of research done by a student in Donald Peting's historic preservation program in the School of

Architecture and Allied Arts. It was discovered that the stained glass from the original Johnson Hall skylight was the work 84 years prior of the Povey brothers of Portland, famous glass artists. In 1915, the stained glass windows by the Povey brothers, David and John, were installed as the 50 by 50 foot lobby skylight in Johnson Hall.[176]

When Johnson Hall was renovated in 1949, the skylight was removed and separated into 15 panels and stored away. Graduate student, Leslie Heald, took the lead in researching the work of the Povey brothers and discovering the whereabouts of the various parts of the stained glass skylight. She discovered that in 1949, the U of O's physical plant director, I.I. Wright, decided that the high ceilings and large foyers in Johnson Hall were "dead space" and in the name of modernizing the building had the ceilings lowered, the skylight removed and the second floor offices built. She also discovered that about the same time the Seal portion of the skylight had been rescued and installed in the EMU, two of the panels were hung in the School of Architecture and Allied Arts. Subsequently, Peting rescued the remaining panels, learned of the panels that had been installed in the EMU and then put in storage, and was instrumental in having the Seal and adjacent panels restored to Johnson Hall in the conference room. He was assisted in this effort when he sent Heald's report on the origin of the panels to David Frohnmayer, University president, who in a matter of weeks saw that the panels were restored to Johnson Hall. It would be Peting's dream to see all of the original 15 panels restored to their original home in a skylight in Johnson Hall.[177]

Main Desk Convenience Store Relocation/Relocation of University Scheduling Office

In the summer of 1995, it became apparent to Miller that the Fountain Court Café could not break even during the academic year. He asked Theresa Coleman-Kaiser, EMU Food Service director, to prepare a business plan, assuming that the Fountain Court Café would close and the Main Desk Store would move into the space currently occupied by the Café. He wished to have the move accomplished by the middle of fall term 1995, if possible. At the same time, Miller indicated to Racette that she would have a busy time transitioning

out the Main Desk Store and working with the Scheduling and Reservations Office to get them ready to be the main occupant of the Main Desk space.[178]

In late September 1995, Robertson/Sherwood Architects submitted their proposal to provide architectural services for four projects in the EMU: relocating the Main Desk Store to the former Fountain Court Café space (temporary for two years) with work to allow accupancy by December 5, 1995; relocating the Conference/Scheduling Office to the Main Desk space for occupancy by January 7, 1996; renovating and expanding the Photo ID office for future student office use for occupancy by December 15, 1995; and upgrading the Cedar Rooms with no specified date of completion.[179]

In late September 1995, Miller informed Racette and Coleman-Kaiser that the final decision had been made to close the Fountain Court Café and to move the Main Desk convenience store to that location in the building. He asked them to consider the rationale for the move, the timeline for the move, the results of the changes and consider responses to typical questions so that they would all be on the same page when it came to answering the inevitable questions from students, faculty, staff and the public.[180]

On January 10, 1996, Miller announced to the EMU Board that the convenience store relocation to the old Fountain Court Café site was substantially complete and open for business with a grand opening planned for the following week.[181] The total cost of the remodel of the café into the convenience store was $33,862, including architects fees, etc.[182] Miller also informed the Board that the University Scheduling and Information Office would move from the mezzanine level to the Main Desk Store area with the bids for renovation to be opened on January 11, 1996. He noted that potential changes would be to move the ticket windows forward, creating information and service areas and that the construction timeline was four to seven weeks from bid opening. Miller reminded the Board that the EMU had received $300,000 from OSSHE student building fees the prior spring and that one of the uses for 75K of that allocation had been for meeting room renovations, work that had not yet begun.[183]

At their January 10, 1995 meeting, the EMU Board approved Miller's request to re-allocate the $75,000 for the meeting room renovation project

to the project to renovate the Main Desk Store location for University Scheduling/Tickets, etc.[184] These funds were in addition to $15,000 transferred from the EMU Building Repair Reserve to cover the cost of architect's fees and carpet.[185]

The final design for the new University Scheduling/Reservations/ Ticket Office space was reviewed and finalized by Racette, Architect James Robertson, University Scheduling Officer Virginia Johnson, and Main Desk Manager Marcia Hudspeth. The information station was designed to be multi-functional and visible, the ticket office was pulled forward for more visibility and the ability to share reception and information staff. The spaces could be operated independently, depending on which ones needed to be open or closed at particular times.[186]

In responding to a request from Miller about the naming of the new area in the old Main Desk space, Johnson provided him with a historical perspective on the University Scheduling Office from its inception in the 1950s to the present time. She noted that it truly was a "University" scheduling office: the office scheduled all non-academic use of classroom space on campus, not just the EMU; on and off-campus customers knew her office as "University Scheduling;" and that additional services were provided such as approval of out-of-door space requests, requests by vendors, etc. She suggested that the space be named "University Scheduling and Services." Johnson noted that services would denote everything provided: tickets, information, Technical and Support Services, and in the future perhaps catering. She thought that once the area was constructed, first class signage could be designed for the space, particularly for the ticket and information windows. Miller responded that Johnson's suggestions were "compelling," and approved the office name.[187]

2G Construction, Inc. was awarded the contract for the Scheduling Office remodel, phases I and II, and were given notice on February 5, 1996 that they could proceed with the project.[188] The project proceeded on schedule and it was announced in mid-March 1996 that the Scheduling Office would close March 28-29 in order to move to their new location in their newly remodeled space and that they would be open for business on April 1, 1996.[189] In early April 1996, Miller informed the EMU Board that the new Scheduling and Information Office, with an expanded Ticket Office was

open and serving the University, noting that the new location was very functional and extremely convenient. Miller also noted for the record that Virginia Johnson, Kathy Cooks and Dana Winitzky had done an excellent job of working around and with the contractors on the project.[190]

Student Building Fees for Critical Code, Deferred Maintenance, & Accessibility Issues

In June 1995, Chris Ramey, University architect and planning director, on behalf of the University and the EMU, requested that OSSHE provide student building fee funds so that the University could address critical code, deferred maintenance, accessibility and program accommodation issues in and around the EMU and its Child Care and Development facilities in east campus. The projects detailed in the memo were: $83,000 to address the most urgent needs in three of the four structures used by Child Care and Development (the fourth structure was the subject of the University's 1995-96 Capital Repair Bond request); $50,000 for Ethernet wiring of the EMU's meeting spaces and offices; $11,000 to remodel the EMU Photo ID area to accommodate the "one card" system; $75,000 to refurbish first floor meeting rooms, including new flooring and new finishes and furnishings; and $75,000 for ADA renovations, including restroom and elevator remodeling. Ramey's request also noted that the EMU Board wished to reserve the option to redirect any unused portion of the allocation to other building needs.[191]

On June 12, 1995, OSSHE notified Vice President Williams that they had approved Chris Ramey's request and had allocated $300,000 from student building fees for the projects related to child care facilities and the EMU.[192]

In March 1996, the Facilities Services had received over $6 million of the $11 million in bonds for capital repair authorized by the previous legislative session and included in the project list were some funds for the Child Care and Development Center.[193] gLAs Architectural Group was contracted to provide estimates for the renovation and repair work needed on the CCDC houses, and in October 1996 indicated that the final estimates for 1511 ½ Moss was $88,120, for 1533 Moss House was $69,000, for 511 Moss was $53,625 and for the Villard House was $63,212.

Most of the work on 1511 ½ Moss had been completed by then from capital repair funds of the Facilities Services.[194] Following receipt of the estimates, Dennis Reynolds, CCDC coordinator, met with Geltner and representatives of McKenzie Construction and gLAs Architectural Group and Garry Fritz, Facilities Services, and came up with a concensus recommendation that the funds available for renovations be committed to the renovation of the Green House at 1533 Moss and limited work at 1511 Moss. They felt it was a better use of the funds than the renovation of Villard House. Reynolds felt that the value received for the work in the Villard House would not be as great as the value received by doing the renovations to the Green House at 1533 Moss.[195]

In December 1997, Racette recapped for Miller the use of the 300K that had been awarded to the EMU for rehab work. She noted that the 83K for the CCDC rehab had been part of a total of 200K with the balance being the responsibility of Facilities Services. The remainder of the 300K was used to cover the cost of the Ethernet wiring at 50K, 11K for the remodel of Photo ID, and 75K for the Scheduling Office remodel. The remaining 75K for the ADA work had been "set aside" and would be used toward the major EMU remodel and renovation project, supplementing that cost.[196]

Accessibility of the International Lounge/Construction of an Elevator

In October 1996, Miller and Thomas J. Mills, International student services director, invited a number of representatives of the ASUO, EMU Board and staff, International Affairs faculty and Architecture faculty to discuss ways of making the EMU International Lounge more appealing, useful and widely known to international students, students with international interests and others in the U of O community. The group suggested such ideas as installing a cable TV for international news programs, providing reference and travel books and subscribing to newspapers from countries around the world. In addition, suggestions were made for redesigning or renovating the lounge.[197] Following that meeting, Miller reported to the EMU Board that an initative to renovate

the International Lounge using private resources had been receiving attention.[198]

In April 1997, Miller informed the EMU Board that the International Lounge wing of the building had been designated as not accessible. The month previous a student had been stranded for about 45 minutes on the wheelchair lift (Garavanta Lift) when it broke down. The University reviewed the incident and determined that the power lifts that had been installed in the late 1970s were unfit for continued service. The ramifications of this designation were far reaching, including not programming in the Lounge and moving organizations if a student who needed wheelchair accessibility wanted to join an organization that had offices in the area of the International Lounge.[199]

Upon request, James Robertson of Robertson/Sherwood Architects submitted a proposal to the EMU to study the feasibility of installing an elevator to the International Lounge level of the EMU. The study included: identifying locations that would be appropriate for an elevator installation; developing a preliminary budget estimate for each location option; meeting with the EMU user group to solicit opinions and select an optimum location; and preparing a final report with a project description, preliminary budget and a proposed project schedule.[200] Miller accepted Robertson's proposal to provide professional services to conduct a feasibility study for an elevator to the International Lounge level of the EMU at their stated fee.[201]

The original study from Robertson/Sherwood was submitted to Miller on August 1, 1997 and included three possible locations for the elevator, labeled Options A., B. and C. At a meeting on September 2, 1997, it was determined that Option A was unsuitable because it would have required removing the fireplace in the Taylor Lounge on the 1st floor. It was also determined at that time that the elevator study should also include serving the *Oregon Daily Emerald* on the 3rd floor of the EMU. The final study, dated Septembe4 24, 1997 included extending the scope of the study to include the 3rd floor with revised Options B and C plans, and revised preliminary budget estimates and project schedules.[202]

The feasibility study included the following location criteria: elevator

requirements, e.g. hoist space, machine room, overhead clearance; the elevator must be accessible from the EMU main entry at the stair lobby near the Post Office; the location should avoid alterations to the Post Office; access to the elevator at the International Lounge level should not be from inside the lounge because it would disrupt events in the lounge; the elevator should accommodate the Art Gallery, which was currently not accessible to the handicapped; and the elevator should accommodate the third level for the *Oregon Daily Emerald* offices. Because of the elevation differences between the International Lounge level and the Art Gallery level, access to the elevator would be required from opposite sides of the elevator to accommodate door heights.[203]

Option B recommended that the elevator be located on the east side of the stair lobby. The basement level would not be affected by the elevator pit; on the first level the elevator would be entered within an interior expansion of the building; on the mezzanine level it would be entered at the stair landing adjacent to the International Lounge; and on the 2nd and 3rd levels, access would be accommodated through existing windows. This option required an expansion of the existing building on the first level, with the machine room being located in the Post Office. It also required modifications to the Art Storage closet/staging area.[204]

Option C illustrated location of the elevator on the west side of the stair lobby with an exterior expansion giving entry to the elevator on the first level where the existing sidewalk would be expanded to accommodate the new entry location; at the mezzanine level access would gained through the existing office space, which would be modified into an elevator lobby; and the 2nd and 3rd levels would accommodated through existing windows. This option would require more site work.[205]

The project cost estimates, including all fees and contingencies were $487,464 for Option B and $465,631 for Option C. Option B was selected as the final choice. The final cost estimate including 1% for art and a 20% contingency came to $571,464.[206]

In March 1998, the EMU Board voted to immediately take $25,000 from the Building Repair Reserve in order to begin the elevator project early, rather than wait until the next fiscal year, with the money being replaced after July 1st. At the same meeting of the Board, it was also reported that a draft ASUO election Ballot Measure for the International Lounge elevator would generate $250,000 over one year and that $275,000 to be used from over-realized fee income was also included in the measure. [207]

On April 20, 1998, the ASUO president and the ASUO Student Senate president notified President Frohnmayer that the ASUO Student Senate had approved release of $200,000 from the Over-realized Fee Account to be given to the EMU Board with the intent to construct the new elevator in the EMU and that the funding was approved with the intent that it would be used in conjunction with funding supplied as a result of the ballot measure to be voted on April 22 and 23, 1998. If the ballot measure were to fail, the EMU Board intended to return the $200,000 to the Over-realized Account.[208]

In July 1998, Miller wrote to Garry Fritz, Facilities Services architect, and asked Fritz to prepare the documents that would allow Robertson/Sherwood to submit a proposal that would indicate their fees for designing and overseeing the construction and installation of the elevator, noting that time was very important to the EMU Board and the occupants. Miller also indicated that Robertson/Sherwood had concluded a site study for the project that was accepted by the EMU Board and that during the site study their professional estimators had projected the project cost for the completed project at approximately $585,000.[209]

Robertson/Sherwood submitted their proposal, noting that the scope of the project was described as Option B in the Elevator Study of September 1997, with direct construction costs estimated at between $400,000 and $500,000. The indicated that they would use the services of Balzhiser & Hubbard for mechanical and electrical engineering and Biggs Cardosa Associates for structural engineering.[210]

Miller accepted the Robertson/Sherwood proposal and indicated that the project was on a tight timeline because Public Affairs and Development Office had two potential donors for the project and they needed a project program, cost estimates and renderings. Miller proposed using a small user group for these projects, seven to ten folks in total, and asked that the architects also provide a proposed timeline for the elevator project, e.g. schematic design, design development, bid document creation, award of bid and construction schedule. He requested that the architects pay particular attention to the user group and allow them to "see" what

was being proposed because the project would have a significant impact on the building [exterior].[211]

Responding to a request from Theodore Palmer, Campus Planning Committee chair, Chris Ramey appointed the following individuals to the EMU Elevator User Group to work with Robertson/Sherwood Architects to make a final design recommendation to the Campus Planning Committee: Dusty Miller, EMU; Tom Mills, International Education & Exchange; Dori Pearson, EMU Board; Judy Reidl, *Oregon Daily Emerald*; Laura Wallace, EMU Board; Linda Zimmer, Interior Architecture Department; and two students to be appointed from the International Students Association. Ramey asked Miller to co-chair the User Group with one of the student members.[212]

According to quotes in the *Oregon Daily Emerald*, Jim Robertson indicated that they were proposing a design that would take some clues from the existing building but still be unique in its own right. Since it wasn't a part of the original building or a part of the1974 addition, the new elevator addition would pick up some of the basic window shapes as well as use some new design elements. Robertson indicated that the design should be a compatible addition.[213]

In late December 1998, Chris Wilson, project architect, sent Miller an updated cost estimate for the Elevator addition, noting that the basic construction estimate was $323,447, with three alternates of $4,754, $11,765 and $11,070.[214] When Miller asked Wilson if the estimate was higher or lower than expected, and what his best guess was as to soft costs,[215] Wilson responded that the direct construction cost was less than the $409,000 estimated in their preliminary study in September of 1997 and that they had estimated soft costs at $78,000.[216]

On January 7, 1999, bids for the elevator project were advertized with a bid opening scheduled for February 11, 1999. The bid specifications briefly described the work as the construction of an addition to the EMU to house a 4-stop hydraulic elevator and associated lobbies.[217] It should be noted that the project was now described as an addition to the EMU, since it included an elevator tower added to the exterior of the older portion of the building.

On February 15, 1999, Alex Gordon, University project manager, informed the EMU that only two bids had been received, one from Gale

Roberts, with a base bid of $581,158, and the apparent low base bid from 2G Construction of $504,700. He said that Fritz had developed a post bid budget with a bottom line of $670,000. Gordon indicated that he had asked 2G Construction to explore value engineering on any items in their bid that they thought out of line and any alternative construction methods that they might suggest that could save dollars without requiring a substantial re-design of the project. He recommended that the project proceed if at all possible and said that a meeting between EMU representatives, Fritz and the architects would take place on February 18th.[218]

Miller wrote to Fritz and Ramey on February 19, 1999 and asked if they could waive their fees for the EMU elevator project, in the amount of $25,571. He noted that the bids for project had come in $120,000 over what was in the pre-bid budget, and that everyone was shocked at receiving only two bids. Miller stated that "in retrospect it seems like we bid the project at the right time of the year, are providing support for the contractor and have chosen the best site for the EMU's purpose. It seems that the unique schedule of building use and difficulties with staging construction equipment have created this huge increase in costs . . . I am in a dilemma."[219] Miller went on to indicate that he felt they really needed to find a way to do the project immediately. The project had student support of almost $550,000, which had a very strong possibility of going away if they did not move forward at that time. He stated that he was scrambling in every direction to save the project because it was truly a gift to the U of O and the EMU from the students.[220]

Miller also contacted Truman Baird, Oregon University System (OUS) [formerly OSSHE], and informed him about the problem of the bid for the EMU elevator project coming in $120,000 over projections and asked if there was a chance, mentioned by Baird at an earlier date, that OUS could provide support for this project. Miller noted that:

> The reason that I am so frantic to save this project is that over 530K of the project is directly funded by the ASUO from their accounts. The political climate that exists with student government/ organization at the U of O at this time may well threaten those funds. That threat could come in a very messy and potentially

> illegal ballot measure for recall. Truly a situation no one wants . . . If you could save this project I believe it would be of significant value—even at the inflated price the elevator is a gift from students, the groups we are here to serve, and will make a significant portion of the EMU accessible for the entire community.[221]

Good news was received in early March 1999 when the EMU was notified that Dennis V. Moore, a donor to the University of Oregon Foundation had pledged a cash gift of $50,000 as a part of the Oregon Campaign, to be made in one payment, January 31, 2000, for the EMU Elevator Addition project.[222]

Responding to Miller's plea for funds, Baird informed Miller that funds for the EMU Elevator Addition project would come from two different bond sales with two different expenditure limitations for a total of $100,000(ADA and Misc. Building Fee funds).[223]

Susan Racette, EMU associate director/business manager, enumerated the sources of funding for the EMU Elevator Addition project as follows: $25,000 from the EMU Building Repair Reserve expended in 1998 for architect's fees; $200,000 direct allocation from the Student Senate, spring 1998, from over-realized fee income; $330,000 from the spring 1998 ballot measure; $100,000 from OUS from ADA and student building fee funds; and $50,000 from a donation through the U of O Foundation; for a grand total of $705,000.[224]

With the funding in place, the contract for the EMU Elevator Addition was awarded to 2G Construction, Inc.

When finished, the EMU Elevator Addition made it possible to again use the International Lounge for programming, and for the first time made both the Art Gallery and the *Oregon Daily Emerald* offices accessible by elevator. Additionally, the three story exterior addition in the northwest corner of the interior courtyard was exceptionally well designed to be compatible with the 1950s building design.

New ASUO Legal Services/Student Advocacy Office

In August 1998, Rainbow Valley Design and Construction of Eugene were issued a purchase order for the purpose of remodeling the office space on the east side of the 2nd floor lobby for use by ASUO Legal Services and the Student Advocacy office, who had outgrown their space on the 3rd floor. The remodel cost amounted to $4,976 and was paid from the EMU Building Repair Reserve.[225]

Renaming the EMU Art Gallery to the Adell McMillan Art Gallery

At the request of the Cultural Forum in the spring of 1996, the EMU Board approved a proposal to rename the EMU Art Gallery, the Adell McMillan Art Gallery. In writing to President Frohnmayer, requesting University permission to make this change, Debbie Martin, program assistant, noted that the student visual arts coordinators had felt that the name EMU Art Gallery, though an accurate description, lacked a distinctive name unlike most other art galleries on the campus and in the community. McMillan's name was suggested because of her over thirty years of service to the EMU, but perhaps less known, but equally important, her active support of art in the EMU. Martin also noted that McMillan had been a strong advocate for student involvement in the running of the gallery.[226]

On the evening of February 12, 1998, a formal ceremony was held in the EMU Art Gallery to rename the gallery the Adell McMillan Art Gallery, in honor of McMillan, director emeritus of the EMU, for her long time advocacy for the arts. The dedication ceremony featured the unveiling of an honorary plaque by President Dave Frohnmayer and a ribbon cutting ceremony. EMU Board members, faculty, staff, friends and family members of McMillan attended the ceremony and reception in the gallery, which featured an exhibition of selections from the EMU Permanent Art Collection—substantially created by McMillan in the 60s. Quoted in the *Oregon Daily Emerald*, Frohnmayer said "McMillan's service, which combined a love of students and a passion for art, went above and beyond the call of duty." In the same article, McMillan was quoted as saying, "There's nothing in the world that could have pleased me more than this event" and Miller, current EMU director, was quoted as saying "I don't know if you could leave a better legacy."[227] Debbie Martin, EMU advisor to the Cultural Forum and SARO, was quoted as saying "Throughout her 16-

year tenure as EMU director, she never hesitated to support the freedom of artistic expression in the EMU Art Gallery," and Martin indicated that she thought naming the gallery for McMillan was a fitting expression of the integrity of the student-run gallery.[228]

In April 1998, Miller announced to the EMU Board that McMillan had established the Adell McMillan Endowment for the Erb Memorial Union Permanent Art Collection.[229] She established the endowment fund with the University of Oregon Foundation with an initial contribution of $10,000, and the intent to continue to make annual contributions to the fund. The purpose of the endowment fund as established was:

> . . . to provide for purchased and/or maintenance of art works for the Erb Memorial Union's collection of Pacific Northwest art. Works of art for purchase shall be selected by a faculty/student committee selected by the EMU Cultural Forum's Visual Arts Coordinator and approved by the Director of the Erb Memorial Union. Decisions regarding purchase of new works vs. maintenance of current works in the collection shall be made jointly by the Director of the Erb Memorial Union and the Visual Arts Coordinator. In the event that there is no student Visual Arts Coordinator or comparable position, such decisions will be made by the Director of the Erb Memorial Union or their designee.[230]

Building Use Issues in the 90s

Besides major and minor remodeling and renovation projects, other building use issues that surfaced during the 1990s ranged from bans on smoking, bans on military recruiting, need for additional office space, custodial services, to the renaming of rooms, etc.

Smoking in the EMU

In April 1990, the EMU Board passed a motion to eliminate smoking in the Fountain Courtyard and the House Committee agreed to look for more smoking areas in the building, although no one seemed in favor of that idea.[231] During the summer of 1990, Justin McKenna, EMU Board

chair, sent out a notice regarding the Board's action and indicated that the ban on smoking in the Fountain Courtyard was to be observed at all times except for special occasions such as Beer Gardens and catered events. The reason for this action was due to the fact that second hand smoke collected at the top of the Courtyard covering and created an environmental hazard for Administrative Office personnel. McKenna noted that, due to the Board's concern for non-smoking employees, they would encourage smokers to smoke outside.[232]

One year later in May 1991, the EMU Board discussed and eventually passed a motion to ban smoking in all of the EMU, except the Recreation Center, pending installation of air filters in the Center and that they worked as expected. There was an attempt to also exempt the Skylight area, but it failed. The ban was to take effect by registration in fall term 1991.[233]

The EMU Board effectively made the entire EMU smoke free in October 1995, when they unanimously passed a motion to make the Recreation Center a non-smoking area effective November 1, 1995.[234]

Military Recruitment on Campus/ Use of EMU

Following a discussion about military recruiters using space in the EMU 1st floor main lobby and the military's stance on homosexuals serving in the military services, the EMU Board passed a motion in February 1991 to change the EMU Affirmative Action Statement, which eliminated the third option—that of being able to abstain from responding regarding compliance. [This was the Statement that was required to be signed and posted by all who scheduled tables in the EMU lobby.] The Statement would now contain only two options, either compliance or non-compliance with the statement.[235]

In October 1991, the ASUO Senate approved a Resolution in favor of banning military recruiters from the U of O campus because of continued discrimination against gays and lesbians in the armed forces, as per Department of Defense Directive 1332.14, which states that "Homosexuality is incompatible with military service."[236] Immediately following the passage of the ASUO Senate resolution, Ryan Deckert, ASUO program representative to the EMU Board, presented a packet of information to

the Board regarding the possible ban of military recruiters in the EMU. He moved that military recruiters be banned until they adhered to the affirmative action statements that were presented to the recruiters. After a good deal of discussion, including the fact that McMillan, EMU director, would have to appeal the ban to University President Miles Brand, the Board voted unanimously to approve the ban. The Board also understood that, if President Brand struck down their policy, the Board would not have the authority to continue the ban, but felt that it was a statement of their feelings on the issue.[237]

McMillan did immediately appeal the Board's action banning military recruiters from scheduling space in the EMU, as per the Board's Governance Document, Section 4.7. The grounds for the appeal to the President were that it would mean denying space scheduling privileges to the Career Planning and Placement Department, a department of the University who scheduled rooms on behalf of campus recruiters. Additionally, McMillan noted that the EMU Board did not make scheduling policies for the University, and that those policies had a long standing history of being separate from the Board's purview. She consulted with Gerry Moseley, vice provost for Student Affairs prior to sending the appeal to Brand.[238]

The Board learned that Brand had upheld McMillan's appeal at their November 20, 1991 meeting.[239]

In February 1992, after receiving packets containing two resolutions that would be going to the University Senate about a ban on military recruiting on campus (including in the EMU) and the removal of ROTC from the University curriculum, with supporting documents, the EMU Board voted 13-0-1 to support both resolutions.[240]

Additional Space Needs

The 1992-93 EMU Annual Report noted that the EMU was rapidly approaching 50 years of age and that its design no longer served the production methods or customer needs of the 1990s. The report went to say that a major capital investment would be required to provide the expected services in food, recreation, craft center, retail shops, child care and facilities for student organizations.[241]

Miller wrote a memorandum to Matt Hasek, EMU Board House Committee chair, in November 1993 outlining a number of space limitation issues in the EMU and pointing out the need to use space to increase revenue. He noted that the EMU was expected to find ways to reduce reliance on the Incidental Fee in future years and pointed out several spaces in the EMU that were currently contracted to organizations that paid rent and were potentials for increased revenue, e.g. the Family Center, etc. Miller also suggested other possibilities that might be feasible, such as responding to the U of O Bookstore interest in opening a small soft goods retail outlet in the EMU. He noted, however, that none of these potentials were firm commitments and that none would be pursued unless the EMU Board Budget Committee asked for increased revenue and then the full EMU Board would be involved in the decision making process.[242]

In the 1993-94 EMU Annual Report, the EMU was described as the campus community center and noted that the EMU hosted over 10,700 events during the year, with attendance surpassing 340,000 participants. The report noted that the facility users reflected the entire spectrum of the campus, with nearly 50% of all scheduled use in the building by University departments, 3.5% from off-campus users, with the remainder being events scheduled by EMU programs and other student organizations.[243]

In November 1995, Debbie Martin, staff EMU Board member, presented a proposal to the Board that they convert Room 203—the Piano Practice Room—to student office space to house Circle K and the College Republicans and that they move the grand piano to the Taylor Lounge. The Board approved Martin's proposal on a vote of 9-0.[244]

Even though a major renovation of the 1950s first and ground floors was completed in 1998, students were still clamoring for more student organization office space. In November 1999, the *Oregon Daily Emerald* carried an editorial devoted to the subject of the EMU's inability to keep pace with the need for additional student office space, noting that the answer to the problem was not an easy one. The editorial proposed several possible solutions including using less space for conferences and converting it to office space, getting organizations to do more sharing of space and getting a group of students together to talk about the issue and come up with ideas to maximize space use. The editorial finished by stating, "What might be needed is yet more construction or additions to the EMU specifically for student groups' office space. And those cost

money and require long-term planning. It's challenging. But anything worth doing usually is."[245]

Contracting Out Custodial Services

For a short period of time in the mid-1990s, the EMU contracted with the University Physical Plant to provide the custodial services in the EMU. Miller informed each custodian employed by the EMU that he had accepted a proposal from the George Hecht, Physical Plant director, that would have the Physical Plant assume all responsibility for custodial services in the EMU and that, as a result of this arrangement, all custodians currently assigned to the EMU would be transferred to the Physical Plant, effective on February 27, 1994. He assured each employee that this change in relationship, shift, and work site would not alter their status as a State of Oregon employee, and all rights under their union contract were still in tact. Miller noted that this change would mean a change in shift and, for most employees, a change in work site.[246]

Once the new services began, Miller indicated that; the maintenance, trades and set-up area, would report to Dana Winitzky; Judy Ashcroft and David Valdenegro would be doing set-ups; there would be an increase in student employment in a number of areas; and the Main Desk and the night managers had two-way radios to help with communications.[247]

In May 1995, Miller informed the EMU Board that the Physical Plant announced that it would end its contract to provide custodial services to the EMU at the end of the fiscal year in June. He noted that the Physical Plant believed that the EMU's standards for custodial care were too high and they could not make money on the contract. Miller stated that the EMU would have six weeks to hire its own custodial staff for the EMU and that he had already started the process to find the best possible crew. Miller also noted that the EMU was the hardest building on the campus to keep clean.[248]

Renaming the Cedar Rooms

In April 1997, Lucynda Boogaard, EMU Board House Committee chair, wrote to the EMU Board members to raise the issue of renaming the Cedar Rooms. She informed the Board members that there was a good deal of confusion between the Cedar Rooms and the Century Rooms and that the House Committee had been asked to rename the Cedar Rooms to take care of the problem.[249]

In early April 1997, the EMU Board discussed the renaming of the Cedar Rooms with either a mountain or river theme. The river theme was selected on vote of 6 to 4. A motion to rename the six Cedar Rooms with a river theme in alphabetical order of Alsea, Coquille, Metolius, Owyhee, Rogue and Umpqua passed on a vote of 8 to 2.[250]

Capital Construction Needs—1995-1997 Biennium

In March 1993, Miller notified key staff that the State Board of Higher Education had made $25,000 available to the EMU to study the four capital projects that were currently on the Board's capital construction list: renovation of the EMU kitchen/loading dock/dining room/recreation center; the expansion of the Craft Center and meeting room space; and the renovation of existing child care centers and/or creation of one new child care center facility. The scope of the work would involve outside architects examining the structures, defining the use of spaces, cost estimates and the sequencing of the work. Miller noted that this was not a time to expand or add to projects, but a time to acquire the information necessary to proceed to fight for the money.[251]

The University contracted with Robertson/Sherwood Architects to conduct a feasibility study on the EMU projects and to prepare a report on their findings with cost estimates. In a letter accompanying their final report, James Robertson indicated that their firm had been assisted by Balzhiser and Hubbard Engineers and Tom Giesen, cost consultant.[252]

Representatives from Robertson/Sherwood met with user groups in each of the areas and drew up a list of project components with budgets for each of the components. This was done to give the EMU Board enough information to establish an overall project scope by selecting from the component list and adding budget line items together to create an overall project budget estimate. The budget estimates were for direct construction

costs only and did not include other project costs, such as fees, permits, furnishings, equipment or contingencies.[253]

Ultimately these component lists were used to build the project that would be the EMU's first priority, a combination of components from the Recreation Center list and the Food Service and Other Building Improvements list.[254] In December 1993, the EMU Board approved an EMU Board House Committee recommendation that the Food Service/ Recreation Center would be the Board's first priority for the capital improvement program of the University and the CCDC projects and the Craft Center project would follow the first priority in no particular order.[255]

EMU Food Service—1990s Issues and New Programs

Throughout the 1990s the Food Service in the EMU underwent many changes, innovations and minor renovations. Additionally, more satellite operations were added to the EMU's food service offerings. Because the major Food Service renovation project is covered in Chapter XVII, the following items cover the major changes, etc. that took place in the early to mid-90s.

Table Grapes

The issue of serving table grapes grown in the United States was again an issue in early 1990, when Eddie Beanes, representing MEChA, met with President Brand and asked him to support a ban on serving table grapes in the residence halls and in the EMU. The issue stemmed from the use of non-UFW labor to harvest grapes, an issue originally raised in the mid-1970s. Following that meeting Brand informed Beanes that he had "decided that the University of Oregon should not purchase table grapes grown in the United States, and . . . asked the University's dining services to stop the purchase of such grapes."[256] Brand also informed Beanes that he had informed the EMU of his decision and suggested that the EMU Board consider coming to the same conclusion as Brand had.[257]

Brand informed McMillan of his decision, indicating that he had "heard

arguments on both sides, but given the relative unimportance of table grapes within the nutritional programs of the University's dining services, [he had] concluded that not using grapes is our best course for now."[258] He indicated to McMillan that it was his understanding that the EMU Board might have jurisdiction over the question of table grape service in the EMU Food Service operation and asked that she convey Brand's decision relative to Housing's food service and ask them to consider taking the same action.[259]

The EMU Board discussed the request by President Brand to consider banning table grapes in the EMU, including the pros and cons of such action, and passed a motion on a vote of 7-1-2 to recommend a ban on table grapes in the EMU.[260]

It is noteworthy that this action by President Brand was contrary to prior presidents' decisions on similar requests, and could be considered contrary to the policies of the State Board of Higher Education on such matters.

Taco Time/Fishbowl

Following a discussion of the results of a customer service survey conducted in the spring of 1993, the EMU Board approved a request from Dennis Carr, EMU food service director, to allocate $50,000 to remodel a portion of the Fishbowl for a Mexican quick-food service outlet.[261]

In early July 1993, The EMU issued an RFP to "furnish a national brand name Mexican quick-serve license agreement to the Erb Memorial Union, beginning September 1, 1993."[262] The quick-serve concept was described as:

> The Mexican concept will be located in a newly created space in the Fishbowl Restaurant area of the EMU. The area will allow service from both interior and exterior counters. Additionally, a coffee/espresso bar and a self-service yogurt concept are being designed for this space. Both the coffee/espresso bar and the self-serve yogurt concept are separate from this agreement. Approximate square footage of the entire shared area will be 280

costs only and did not include other project costs, such as fees, permits, furnishings, equipment or contingencies.[253]

Ultimately these component lists were used to build the project that would be the EMU's first priority, a combination of components from the Recreation Center list and the Food Service and Other Building Improvements list.[254] In December 1993, the EMU Board approved an EMU Board House Committee recommendation that the Food Service/ Recreation Center would be the Board's first priority for the capital improvement program of the University and the CCDC projects and the Craft Center project would follow the first priority in no particular order.[255]

EMU Food Service—1990s Issues and New Programs

Throughout the 1990s the Food Service in the EMU underwent many changes, innovations and minor renovations. Additionally, more satellite operations were added to the EMU's food service offerings. Because the major Food Service renovation project is covered in Chapter XVII, the following items cover the major changes, etc. that took place in the early to mid-90s.

Table Grapes

The issue of serving table grapes grown in the United States was again an issue in early 1990, when Eddie Beanes, representing MEChA, met with President Brand and asked him to support a ban on serving table grapes in the residence halls and in the EMU. The issue stemmed from the use of non-UFW labor to harvest grapes, an issue originally raised in the mid-1970s. Following that meeting Brand informed Beanes that he had "decided that the University of Oregon should not purchase table grapes grown in the United States, and . . . asked the University's dining services to stop the purchase of such grapes."[256] Brand also informed Beanes that he had informed the EMU of his decision and suggested that the EMU Board consider coming to the same conclusion as Brand had.[257]

Brand informed McMillan of his decision, indicating that he had "heard arguments on both sides, but given the relative unimportance of table grapes within the nutritional programs of the University's dining services, [he had] concluded that not using grapes is our best course for now."[258] He indicated to McMillan that it was his understanding that the EMU Board might have jurisdiction over the question of table grape service in the EMU Food Service operation and asked that she convey Brand's decision relative to Housing's food service and ask them to consider taking the same action.[259]

The EMU Board discussed the request by President Brand to consider banning table grapes in the EMU, including the pros and cons of such action, and passed a motion on a vote of 7-1-2 to recommend a ban on table grapes in the EMU.[260]

It is noteworthy that this action by President Brand was contrary to prior presidents' decisions on similar requests, and could be considered contrary to the policies of the State Board of Higher Education on such matters.

Taco Time/Fishbowl

Following a discussion of the results of a customer service survey conducted in the spring of 1993, the EMU Board approved a request from Dennis Carr, EMU food service director, to allocate $50,000 to remodel a portion of the Fishbowl for a Mexican quick-food service outlet.[261]

In early July 1993, The EMU issued an RFP to "furnish a national brand name Mexican quick-serve license agreement to the Erb Memorial Union, beginning September 1, 1993."[262] The quick-serve concept was described as:

> The Mexican concept will be located in a newly created space in the Fishbowl Restaurant area of the EMU. The area will allow service from both interior and exterior counters. Additionally, a coffee/espresso bar and a self-service yogurt concept are being designed for this space. Both the coffee/espresso bar and the self-serve yogurt concept are separate from this agreement. Approximate square footage of the entire shared area will be 280

square feet. The space is being constructed at the expense of the EMU.[263]

In early August 1993, Miller informed the members of the EMU Board that a committee consisting of himself, Racette, Carr, Thomas Huckaba and Jennie Beaumont had thoroughly reviewed the two responses received from Taco Bell and Taco Time and had determined that the Taco Time proposal would best serve the needs of the students. Additionally, Taco Time had agreed to a license agreement and were currently working with the EMU on a customized menu. He noted that the renovation in the Fishbowl would begin prior to the Board members return for fall term, and though it might not be finished, the EMU would be serving a Mexican quick-serve menu from a stand-alone cart in the interim.[264]

Once the license agreement was signed with Taco Time, Racette informed Miller and Theresa Coleman-Kaiser, new EMU food service director, that the five-year agreement would begin September 29, 1993 and end on September 28, 1998, with an option to renew for five years. She also pointed out that the termination clause in the agreement allowed the Licensee to terminate the agreement by giving the Licensor 90 days advance notice of intention to terminate and that such termination would be effective at the end of the 90 day period.[265]

The University contracted with Robertson/Sherwood Architects in August 1993 to provide architectural services to develop a new food service facility in the EMU Fishbowl to accommodate the Taco Time outlet.[266]

The final cost of the project to provide a Taco Time Express outlet in the Fishbowl amounted to $99,695.[267]

The Taco Time Express outlet in the EMU Fishbowl lasted until the summer of 1997, when the EMU terminated their license agreement because the Fishbowl was to be remodeled as part of the major Food Service/Recreation Renovation project.[268]

Branded Pizza Outlet

In May 1994, the EMU Board approved a proposal to put out bids for a branded pizza concept, allowing local establishments like Tracktown and Pietro's to bid on such a project for the EMU Food Service. The motion to approve also included an intent to have a burger/sandwich concept in another year.[269]

Following the receipt of bids, Little Caesar's was selected as the pizza concept licensor, and an outlet was established in the EMU Fishbowl. The outlet was available until the summer of 1997 when the license agreement was terminated for the same reasons that the Taco Time agreement was terminated, the major renovation project in the Fishbowl.

The Daily Grind

As early as March 1992, Dennis Carr, EMU food service director, contacted Andrew Bonamecci, assistant University librarian, about the possibility of the EMU operating a satellite facility in the older part of the Library once the upgrade and renovation of that part of the Library was complete. He understood that there might be a possibility for the EMU to provide food service in the existing lounge area, establishing a more permanent location via the remodeling project. Carr noted that the EMU already operated two cafes in academic buildings, the Willamette Hall Atrium and Lawrence Hall. Carr indicated that he believed that the EMU could provide "a valuable service and on substantially expanded basis if we agree to pursue a more permanent fixed location."[270] [The reference to a more permanent fixed location was in contrast to the EMU Food Service trailer that had provided service on the street outside the Library on a daily basis.]

In July 1994, Miller informed the EMU Board that the EMU had been approached by both the Library and the Law School to open food service outlets in both locations. He told them he thought the Library site would be the first to get started.[271]

In early February 1995, Miller reported to the EMU Board that the Knight Library Café work had begun on the installation of utilities and services, that the equipment for the Café had been procured, the menu designed and staff selection had begun.[272]

The Café was later named the Daily Grind and the amount of the construction charges for the café totaled $31,982.[273]

The Fountain Court Café

Due to the high cost of labor and dwindling revenues, Carr notified the EMU Board in May 1992 that the Fountain Court Café would be closed for the summer months and the four employees affected by the shut down would be given bumping rights according to their union contract and that their benefits would be continued over the summer.[274]

By fall 1994, the space was reorganized by closing the hot food line and changing the Grill hours to 11 a.m. to 2:30 p.m.[275]

The closing of the hot line and, by 1995, the whole Fountain Court Café, was not popular with some customers, particularly some members of the faculty who ate in the EMU on a regular basis. In October 1995, Russell Donnelly, professor of physics, wrote to Miller to the protest the closing of the Café, noting that this decision deprived students and faculty a "treasured meeting place," and that though he realized that cost was probably the factor that forced the change, he thought the prices could have been raised a bit higher without losing much business. He thought that closing the Fountain Court Café was a mistake, that fast food was not a substitute for freshly prepared food of good quality and said that "surely the EMU should continue to be a place where students can meet and mingle with faculty. Most faculty I have talked to greatly regret the changes, and no longer visit the EMU."[276]

Miller responded to Donnelly's concerns about the closing of the Café and stated that the EMU had thought long and hard before making this decision, but because it was losing money every day that it was open, he could not ask students to subsidize the Café with their incidental fees, and said, "I also regret the dwindling faculty-student interaction this decision helped exacerbate. I am open to your suggestions on how to change this reality."[277]

In September 1995, when it was announced that the Fountain Court Café would close, Coleman-Kaiser announced that the Fishbowl would improve and expand the Deli area with soups and prepared salads to go and noted that the main salad bar would be the one in the Skylight area with a price change from a per/ounce charge to a per/plate charge.[278]

Mobile Food Vans

Due to a restructuring in the EMU Food Service in 1994, the two mobile food vans were discontinued because they were no longer cost effective, resulting in the lay-off of two full-time academic year employees.[279]

Reduced Catering Business

In June 1996, Miller notified Fred Babcock, Housing Department food service director, that he was restricting EMU catering business to the EMU, Gerlinger Hall, Autzen Stadium tailgate parties and University-wide events. He took this action to create the best opportunity to provide the required services. Miller informed Babcock that all other request for catering, on or off campus, would be referred to Housing's catering office.[280]

U of O Bookstore Satellite Retail/Food Operation in Knight Law School

In January 1999, Miller informed Jane Gordon, Law School, that as a result of a discussion with Vice President Dan Williams, Melinda Greer, University legal affairs, Jim Williams and Rhonda Stoltz, U of O Boodstore, regarding the Bookstore Satellite operation in the new Knight Law School, Vice President Williams had decided that it would be the responsibility of the Erb Memorial Union to provide oversight of third party University related food service and convenience store operations on the campus. Miller stated that, "This responsibility allows the University to preserve its assets, have on campus oversight for health and sanitation issues and provides direct dialog for issues of menu, pricing, customer satisfaction and hours of operation."[281]

The final lease agreement between the University and the University of Oregon Bookstore for the purposes of providing a Café/Satellite operation in the new Knight Law School building, Room 182, at 1515 Agate Street, was for a period of ten years from June 16, 1999 through

July 15, 2009, with an option to extend the lease for an additional five years. Remuneration was in four parts: the Bookstore was to pay rent in advance amounting to $64,000 on June 16, 1999 and would deduct from the rental due each month the agreed upon monthly repayment amount of $710.37, representing the prepaid rent of $64,000, with a time value of six percent annually over the ten year period; the Bookstore was to pay to the Erb Memorial Union10% of gross sales, less monthly prepaid rent; the Bookstore was to reimburse the University of Oregon for specialized lighting, design work and flooring in the amount of $21,000, paid to U of O Facilities Services; and books, computers, software, graduation regalia, scholastically related merchandise, clearance merchandise, etc. were exempt from the calculation of the percentage of sales. The products for sale in this satellite store of the U of O Bookstore included law course books, general books, a coffee and convenience area, limited supply of school supplies, food and beverage items, FAX service, photo drop and stamps. The principle representative of the University for this lease agreement was the director of the Erb Memorial Union.[282]

Subway Sandwich Cart

As the EMU began the major renovation of the Food Service and Recreation Project, there were limited food service options available in the EMU. In October 1997, the EMU signed a lease agreement with Subway Real Estate Corp. for the purpose of placing a Subway Sandwich Cart on the premises of the EMU. The agreement was to commence on the date that the cart opened for business and was to continue until July 31, 1998, or until the Subway retail operation in the newly remodeled EMU food service was opened for business.[283] This cart was subsequently located on the middle dining level of the Skylight in the east portion of the EMU, as announced by Miller to the EMU Board in November 1997.[284]

Financial Issues/Incidental Fee Process/ Governance Changes

In February 1992, in advance of the annual budget process, Susan Racette, associate director/business manager, discussed the coming

budget issues with the EMU program staff and noted that the Incidental Fee Committee (IFC) would be looking to identify cuts and that the EMU did not have areas where cuts could be made without impact. She reminded the program staff that the limitation on budget cuts was 10%, unless the students petitioned the University President for an exception. Racette recommended that the staff make it very clear during the process what cuts in funding would mean to EMU programs.[285]

By early March 1992, Frank Geltner, interim EMU director, reported to the EMU Board on the state of the EMU's financial condition and indicated that he was projecting a $7,700 loss and that he would have to cut expenses to balance the budget for the fiscal year. The Board discussed issues that were currently being dealt with by the Board's Budget Committee, including a projected reduction in enrollment and thus a reduction in available incidental fee dollars. The Board was informed that it was possible that the EMU could face a reduction of $77,902 (4%) on top of a cut of $156,000 to keep the EMU at a 0% increase for 1992-93. Geltner also suggested that the Board begin a dialogue about re-doing the budget process, possibly separating the budget from the IFC (more like the Student Health Center) in which case the Board would make decisions about what to add and what to cut without IFC veto power. He also suggested that the Board go to the ballot and let students decide whether they wanted the EMU budget to be cut or to raise fees to keep it on an even keel.[286]

In light of the effects of State Ballot Measure 5 on the State System of Higher Education, which forced higher tuition costs and a downward trend in enrollment, the IFC and the EMU Board Budget Committee asked the EMU to reduce the amount of incidental fees received. The first round of budget trimming amounted to $154, 607 and entailed the elimination of temporary management service positions, elimination of some overtime in the administrative office, restructuring of two GTF Night Manager positions, elimination of two nine-month custodial positions and reductions to the Equipment Reserve. Revenues were increased due to leasing of the Computer Lounge to the University Computer Center and increased parent payments in Child Care. When enrollment figures were received, it resulted in the need to cut the budget by an additional $85,000, and the proposal was to eliminate for one year only, the yearly

contribution to the EMU Building Repair Reserve in the amount of $65,000.[287]

The issues of how the EMU would adjust to the necessary budgetary cuts for the 1992-93 fiscal year became very contentious, with the EMU seeking to find ways to cut the budget without curtailing services and programs. A group of students presented a working paper that indicated that the best way for the EMU to meet the current budget constraints be done not by eliminating student employment opportunities or adversely impacting service and program delivery but by reducing and restructuring management costs and functions. Their proposal basically attempted to justify why it would be better to restructure the management of the EMU, and eliminate faculty and/or management service positions, than to eliminate student, GTF, and classified positions. The paper said, "By re-examining current service and program requirements in light of available technology and the prevailing labor structure it may be possible to reorganize management and better utilize available human resources and reduce overall cost without losing student, GTF or OPEU positions."[288]

Following the presentation of this working paper, Geltner and Racette asked the IFC to review the budget document as already presented, following analysis by the EMU Board Budget Committee and the EMU Board. Additionally, Geltner agreed to meet with representatives of the IFC, a representative of OPEU and a representative of the GTF Federation. Geltner and Racette noted that the proposed budget represented only a $155,000 increase, which was needed for mandated increases. They pointed out that even given the enrollment projections and even if the EMU continued to receive 41% of the fees as in past years, there would be a shortfall of $84,949. They noted that this was a painful process for all concerned.[289]

The issues between the EMU Board and the IFC continued to be a bone of contention into the budget hearings process. According to the *Oregon Daily Emerald*, after weeks of debate and meetings between the IFC and the EMU Board about where cuts should be made in the EMU budget, the EMU Budget Committee approved a budget proposal that "outraged" IFC members. The two EMU Board members that were also IFC members voted against the budget that passed. The main issue with

the IFC members was the proposed cuts in student employee jobs, GTF positions and night manager positions. IFC members had drawn up their own proposal that would have cut administrative positions and salaries. During the meeting of the Budget Committee, IFC members called the EMU staff, from administration down, as "top heavy." The budget as passed by the EMU Board Budget Committee went to the EMU Board for approval and then to the IFC in one lump sum, because IFC members could not change line items in the budget.[290]

In April 1992, Racette, Geltner and the Program Staff collectively wrote memoranda to President Brand expressing their concerns about the budgetary process for the EMU. Brand responded with a memorandum in which he noted that he had been able to follow much of "this unusually controversial" process and that he understood that the IFC had finally approved a budget proposed by the EMU Board, but that budget left unresolved how additional cuts and changes would restore the mandated reserves to the budget. Brand stated that he hoped they would be able to work with the new director, Dusty Miller, to collectively and expeditiously work with the Board to accomplish this task. He suggested that they stick with the current budget process a bit longer, stepping back and seeking opinions of all concerned, working with the Board and the new Director on suggestions for improvement.[291]

In July 1992, Miller wrote to Brand to request that he strike the first budget note from the EMU 1992-1993 budget that had been forwarded by the ASUO to the President's Office for review and approval. The note addressed the methodology of restoring funds that had been cut from the EMU Equipment and Building Repair Reserve accounts. The note indicated that these funds would be restored by cutting management and Administration/House and Program Administration budgets. Miller felt that unilaterally cutting these accounts would critically reduce the EMU's ability to serve the University community. Miller also assured Brand that he was a strong supporter of student empowerment, but he believed that the budget note was beyond the authority of the IFC. To be effective he needed to exercise his existing authority and responsibility for the day to day management and administration of the EMU, as outline in the EMU Governance Document.[292] In a letter dated July 10, 1992,

Brand assured Miller that the IFC did not have the authority to dictate to the EMU how they would restore the funds to the Reserves.[293]

At the end of the 1992-93 fiscal year, it was reported that through excellent revenue management and savings the EMU was able to repay its unfunded reserve accounts for 1992-93 and also realize a small surplus. The surplus was redistributed to programs, facility needs and reserves.[294] Miller informed the EMU Board members of this fact, indicating that the amount of the payment to the reserve was about $55,000.[295]

However, the difficulties between the EMU Board and the IFC continued into the 1992-93 school year. In February 1993, Joe Grube, EMU Board chair, wrote to President Brand expressing his concern about the process by which incidental fees were allocated and, in particular, the relationship between the EMU Board and the IFC. He was particularly concerned about a perceived vagueness about the fundamental responsibilities of both groups and asked that Brand clarify several issues. Grube noted that during the prior year, certain individuals who represented the IFC on the EMU Board were inhibiting the process and preventing any productive dialogue. These individuals failed to show up for meetings or when they did attend would only stay for a few minutes (to be counted) and then leave. He indicated that to his knowledge they had not voted on one single item that had passed through the Budget Committee, of which they were members. Grube particularly raised the issue of the IFC passing several resolutions that would appear to exercise line item control over the EMU budget and to make decisions that would come close to violating state and union contracts. He indicated that both he and Student Body President Bobby Lee had agreed that clarification of these questions would be beneficial to student government and to students in general. Grube ended his letter to Brand by stating, "Student government, ideally, should take care of itself. But the ability of students to control their fees and buildings, should not be hindered by the desire of a few to merely control. We need to clear these issues up as soon as possible."[296]

Brand responded by memo to Grube, Lee and Steve Massat, IFC chair, on February 23, 1993. He indicated that "the IFC may NOT exercise line item control over the affairs of the EMU Board . . . The IFC is not authorized to do [so] under the responsibility delegated to it and it should not seek to do so under any form of subterfuge or by intimidation (e.g., by withholding support until the program complies by its own action). Such budget notes are not enforceable by the IFC. Note, by the way, that this is exactly the same message given by my predecessor, Paul Olum, to an earlier set of resolutions of similar nature some years ago."[297]

Brand went on to note his concern that his ruling for major programs being able to carry forward a level program into the annual budget process, including an adjusted base budget covering mandated increases, might not have been adhered to. He also noted that he had formally set aside the Clark document in July for amendment during the 1992-93 school year in order to correct the long-standing difficulties in the process. Brand noted that he was very discouraged to see that some of the prior year's budget process problems were recurring.[298]

Finally, Brand indicated that he was unwilling to implement changes for 1992-93 in the midst of the process, because it would be disruptive. He "encouraged all groups to go forward with this year's process incorporating [his] interpretation of existing guidelines (no line item [cuts] and current service level as a base)."[299] He emphasized that he was committed to a thoughtful review aimed at revisions that would correct the governance process problems that had been identified for at least two decades. Brand concluded his memorandum by stating:

> University administration is agreed to direct any change to include full student involvement in future budget recommendations, but at the same time to reduce the overlap in competing authority between student participating groups. It is vitally important to serve the broader student community effectively and to continue the University's student leadership and self governance in a reasonable and collegial process.[300]

In May 1993, Brand wrote to Bobby Lee, ASUO president, Eric Bowen, ASUO president-elect, Steve Massat, IFC chair, Joe Grube, EMU Board chair and Sara Dodge, EMU Budget Committee chair, following receipt of their responses regarding the incidental fee budget process, and indicated that his analysis and observations of the arguments on the issues led him to accept the reasoning of the EMU Board. He concluded,

on behalf of the University administration, that it was time to revise the process and to delegate the authority for the EMU major program costs to the EMU Board. He informed them that he had asked Moseley and Peter Swan, his legal assistant, to develop language to revise the incidental fee guidelines.[301]

In October 1993, Moseley informed the EMU Board, the ASUO Executive and the IFC that, in response to Brand's request, he was sending them proposed draft changes to the Clark document, the EMU Governance Document and the ASUO Constitution. He noted that it was his desire to see that "the administration's delegated authority and policy which distributes fee responsibility differently beginning this year is accomplished as smoothly as possible, and that the necessary checks and balances for a fair shared governance system are maintained."[302]

Following receipt of Moseley's proposed changes to the various governance documents, the EMU Board passed two motions that related to the proposed changes and to the prior Board's request to Brand to change the process by which fees were recommended to the President from the EMU Board. On a vote of 10-0-1 the Board passed a motion that stated:

> We, the voting members of the 1993-1994 Erb Memorial Union Board, do not feel that the October 27, 1993 revision to guidelines for Incidental Fees from the Vice Provost for Academic and Support and Student Services are consistent with the provisions of the May 18, 1993 memorandum from President Brand. We feel that significant changes were made without consultation with the affected branches of student government, particularly the Erb Memorial Union Board.[303]

The second motion, passed on a vote of 12-0-0, read:

> We, the voting members of the 1993-1994 Erb Memorial Union Board, recognize that there is a problem with the current situation in the allocation of Incidental Fee dollars to the Erb Memorial Union. Because we do not feel that the proposed changes are the proper solution, we reject the proposed revisions to the Clark Documents dated October 27, 1993. We would be in favor of reopening dialogue between the University administrative and branches of student government with the purpose of coming to a mutually beneficial and acceptable solution.[304]

In November 1993, Miller informed the EMU Board that the Clark Document was put on hold until the next year and that a flow chart had been developed that would try to minimize the past problems with the budget process.[305]

In the fall of 1993, the IFC passed a resolution that clarified how they intended to deal with the 1993-94 EMU Budget proposal. The resolution said:

> The IFC shall consider the EMU Budget in three parts: EMU House, EMU Administration, and EMU Programs. The IFC shall recommend a single lump sum amount for each of these three areas. The IFC can discuss individual line items in the EMU budget proposal for the purpose of understanding the budget proposal [but] not for the purpose of approving or rejecting specific items. If the IFC recommend lump sum amount(s) is less than the requested lump sum amount(s), the EMU Budget Committee shall redistribute the approved amount(s) to specific line items.[306]

On November 18, 1993, representatives of the ASUO Executive, the EMU Board and the IFC signed a statement in which they agreed to work together toward a mutually acceptable solution to the incidental fee allocation process. They agreed that a working proposal for the reorganization should be completed by January 31, 1994 and if it was not completed by that date, they would meet with Jacquie Gibson in the Office of Mediation with the goal of having a proposal completed by February 7, 1994. The signers also agreed to stay in contact with Gerry Moseley throughout the process to assure that the needs of the administration were considered while the model was being developed. They proposed that public forums would be well publicized in an attempt to include as many students as possible. Their joint statement ended by

noting that the ASUO retained its statutory right to make recommendations directly to the University president.[307]

As a result of the discussions around the allocation of incidental fees and related governance issues, a major restructuring of student government occurred in the winter and early spring of 1994. In February 1994, in an update to the EMU Board on the restructuring of student government, it was announced that their would be a special election held on March 2 and 3, 1994, that would have ballot measures establishing a Student Senate and eliminating the Incidental Fee Committee.[308]

The ASUO Constitution was amended in the March 1994 special election and the Student Senate was created. The revised Constitution called for a Senate of 18 members, an ASUO Finance Committee of seven members, an ASUO Athletic Department Finance Committee of five members and an Erb Memorial Union Board of at least seven members. It noted that the ASUO President would submit an incidental fee recommendation for each of the three major programs: EMU, Athletics, and ASUO Programs, so that the Senate could establish budget benchmarks for the two finance committees and the EMU Board by November 21st of each year. Additionally, the ASUO president would also later submit budget recommendations for the three major programs, and had veto power over Student Senate allocations.[309]

The ASUO Student Senate would be composed of 18 members: three senators were to be elected to serve as members of the ASUO Programs Finance Committee, three senators were to be elected to serve as members of the EMU Board and serve on the EMU Board Budget Committee, and three members were to be elected to serve on the Athletic Department Finance Committee, and nine senators were elected by academic major to represent academic departments and were to be know as academic senators.[310]

The ASUO Constitution also spelled out how EMU Board members were to be elected, indicating that the EMU Board would be composed of two members elected as finance senators for two year terms, one member to be elected as a finance senator for a one year term, four members to be elected at-large for two year terms, with the remaining membership as defined in the EMU Governance Document. The Constitution also indicated that if the ASUO president vetoed the EMU budget, the veto could be overridden by the ASUO Student Senate. Additionally, the EMU Board was expected to recommend budget benchmarks to the Student Senate by November 21st of each year to assist the Senate in setting benchmarks, and then the Board would submit a budget recommendation to the Student Senate at a later date.[311]

In May 1994, the EMU Board Governance Document was revised to delete all references to the Incidental Fee Committee and to revise the membership section to reflect the election of the three finance senators as members of the EMU Board. The Budget Committee section of the Document was revised to state that there were be a minimum of seven members of the Budget Committee, including the three finance senators, the member appointed by the ASUO Executive, two other members of the EMU Board, and the associate director/business manager of the EMU as an ex-officio, non-voting member. The three finance senators/Board members would also sit on the Student Senate committee that heard budget requests.[312]

In the meantime, the regular budget process had progressed during the winter and early spring 1994, and in April, Moseley wrote to Margaret Chatfield, EMU Board and Budget Committee chair, to congratulate the Board on developing an EMU budget, which was passed unanimously by the Incidental Fee Committee. He stated that the Board and the Budget Committee were to be commended for an outstanding job of putting together the monumental task of the very large EMU budget. He also noted the issue of the need for increasing revenues while decreasing expenses and stated, "I am certain the EMU can be innovative in producing additional revenue and addressing costs while still being balanced in response to student needs for activities and services."[313]

In August 1994, Miller was pleased to notify the members of the EMU Board that the EMU had ended the 1993-94 fiscal year with a significant positive balance of $201,000. He recapped for them the details, with the caveat that much of the balance was the result of one time savings or unusual circumstances and could not be counted on in the future. The balance resulted from: $60,000 from the Recreation Center and Main Desk Store as over-realized income; $27,000 came from Room Rental fees—this being the first year that the EMU had charged room rental fees to non-student groups—because it was a new fee it was not budgeted,

but was a new line item in the 1994-95 budget; $28,000 in energy savings as a result of the energy retrofit and closing the building for the third custodial shift; $40,000 in custodial savings; $20,000 in salary savings because the State of Oregon froze salaries; and $20,000 in savings on assessments charged by the State and the University.[314]

When the Budget Committee finished with the budget hearing process for the 1995-96 fiscal year budget, Miller wrote to the EMU Board in support of the recommended budget noting that the process had involved the students and staff, who were the primary service providers in budget preparation. The committee had established the goal of limiting requested incidental fee increases to mandated increases plus 1%. The proposed budget requested a 2.6% increase in incidental fee support and called for a 5.8% increase in earned income. Miller noted that the budget reflected the committee's desire to invest in revenue generating units and to have the opportunity to share in any profit in order to help reduce incidental fee growth. Miller warned the Board that they should be aware that incidental fee growth in 1996-97 would be essential to maintain the same level of services. He explained that while the EMU administration had been able to find ways to pay for mandated increases that were not fee funded, he predicted there would be no such savings by 1996-97, and that revenue would probably not grow because the EMU would be renovating the Recreation Center and the Food Service areas in the building.[315]

By April 1997, Miller's predictions about the tightness of the EMU financial picture and budget were apparent. He reported to the EMU Board that the CCDC had readjusted workloads and expenditures to avoid a year end deficit and that the Recreation Center was projecting a reduction in their profit margin for the year—they might return $10,000 when they had been budgeted to return $30,000. Miller also noted that the Food Service had implemented planned labor reductions to control their costs and that he had frozen all but mandated expenditures in the administration budget.[316]

As the EMU approached the end of the 20th century, it should be noted that the amount of incidental fee dollars that students paid as a part of their tuition had grown substantially over its first 50 years. The ASUO Student Senate and ASUO Executive recommendations to President Frohnmayer for the 1998-1999 fiscal year for the use of incidental fee dollars broke down as follows: the total fee budget amounted to $5,803,932; $1,932,572 was to be allocated to the Programs Finance Committee for ASUO Programs; $1,075,278 to the Athletic Department Finance Committee; $1,983,392 for lump sums and referendums; and $2,469,702 to the EMU Board.[317] The EMU's total budget including incidental fee funded and revenue producing areas passed the $5,000,000 mark in the late 1990s.

New EMU Mission Statement

In 1997, the EMU Board adopted a new mission statement for the EMU:

> The Erb Memorial Union . . . with a commitment to the involvement and development of students shall serve its diverse campus community by providing high quality programs, services and facilities that compliment the mission of the University of Oregon.[318]

EMU Programs in the 1990s

In describing the EMU in the 90s, Miller noted that the EMU was students: 1300 participating in Club Sports; over 1800 in Greek Life; 2,500 student users of the facilities and programs of the Craft Center; 100 student parents with their children using CCDC facilities; several thousand involved in Outdoor Program trips and programs; and several thousand who attended events sponsored by the various branches of the Cultural Forum. It should be noted that this decade was the first in which Greek Life was considered a program of the EMU.[319] The following sections, though not an exhaustive list of everything sponsored by the various programs of the EMU, is intended to give a flavor of the programs and issues of the decade.

Cultural Forum/Student Activities Resource Office (SARO)

In 1992-93, the Cultural Forum sponsored many events. In the area of Regional Music: Jambay; Sugar Beets; Boogie Patrol Express; and two Blues Workshops among others were sponsored. In the area of the Visual Arts in the gallery the Forum presented: a Guatemalan Photo Exhibit; A Day Without Art; Linna Musch and Aimee Matitila; Wild Woman: Celebrating the Instinctual Self; Mike Walsh, Environs: Nuclear visions; Interfaces: Carol Westlake; Kathleen Buckalew: Women's Communities; etc. In the Performing Arts area, the Forum presented Brother Can I Speak for You, RAP with Reno and the KUGN Country Music Show. A few of the concerts presented in the Heritage Music area were: Dougie MacLean; Chris Williamson; three New Song Contests; three Blues Workshops; and Obbo Addy; in addition to 35 performers in the Willamette Valley Folk Festival. The Film/Video area presented 25 films during fall term, 11 during winter term and four during spring term. Timothy Leary, Leonard Zeskin and Benigna Mendiola were among several speakers in the Cultural Issues area. The National Music area presented Public Enemy, Los Lobos, Col. Bruce Hampton, Brenda Kahn and Hudhoney, among others. SARO sponsored 13 performers at the Winter Craft Fair, and sponsored the Queer Film Festival.[320]

The fall of 1994 also brought about one of the more controversial issues to face the Cultural Forum during its lifetime. In August 1994, the Cultural Forum put out a press release announcing an art exhibit titled "SEE NO Evil: Censored and otherwise controversial art," scheduled for showing in the EMU Art Gallery for the month of September. The release noted that "in an effort to bring to light issues involved in the censorship of art the EMU Gallery, in conjunction with the ACLU Uncensored Celebration, [would] host art that [had] been censored, dealing with controversial topics and visual content."[321] The press release cautioned that the content of some of the art works might be unsuitable for younger viewers.

Responding to numerous requests that the exhibit be removed from the gallery because of its controversial content, Miller arranged for a system of black curtains to be installed in the gallery so that the public could walk through the gallery without viewing the art works, giving the viewer the choice to step behind the curtains to see the display cases. The Cultural Forum called a press conference to protest the placing of the curtains in the gallery, which were installed against the wishes of the Cultural Forum and their visual arts coordinator and at the expense of the Forum visual arts budget.[322]

On September 28, 1994, the EMU Board passed the following motion: "The EMU Board of Directors opposes the curtaining of the EMU Art Gallery and instructs the EMU Art Gallery to immediately remove the curtains from the exhibit."[323] This motion passed 8-4-1.[324] On the following day, Miller appealed the Board's decision to the President Frohnmayer through Vice Provost Moseley, indicating that the basis of his appeal was the belief that the site of the art exhibit was a "public thoroughfare" as defined in ORS 167.060, Section 8 and related Sections 1 through 11. His decision was to establish a corridor within a corridor and to offer a solution that allowed the art to remain and the public to make the choice to view the exhibit.[325] John Moseley, vice president for academic affairs, acting for President Frohnmayer, made a ruling to uphold the appeal and to deny the request of the EMU Board, noting that, "it is important to note that the University finds the director's decision to have been taken in a deliberative and reasonable manner, after consultation with legal counsel. The exhibit is open and freely accessible within the curtained area. It becomes an individual's choice whether or not he or she wishes to visit the exhibit."[326]

Following the upholding of Miller's appeal by the President's office, the EMU Board, following much discussion and several amendments, passed the following motion:

> The policy of the EMU be changed so that decision(s) that affect EMU programs (or events which they sponsor) require that the director attempt to contact a representative from the program for consultation with a representative from the program to be affected, further if the aforementioned decision(s) are not approved by the program they affect most directly, the decision then would require the approval of the EMU Board of Directors, except in instances of physical safety or issues of legality coming from an outside source: police department,

fire department, Office of Public Safety, OSSHE, or the President of the University of Oregon.[327]

A number of interesting comments opposed to Miller's action were received including one from one of the artist's whose work was a part of the exhibit. Jane Orleman wrote the following to Miller:

> As an artist in the EMU exhibit, "See No Evil," I am appalled by your act of censorship. You are well aware that this exhibit is sponsored by the ACLU and billed as an "Uncensored Celebration." My work addresses the evils of child abuse and child pornography. My intent is to bring these issues out of the closet. You, Mr. Miller, by your action have returned them to the darkness.[328]

One of the more harsh criticisms of Miller's action came to President Frohnmayer from Vincent Dunn, the acting director of the Oregon Arts Commission.

Included in his letter was a copy of the State of Oregon's arts policy which read:

> Because pluralism and basic freedoms are central to the Artists way of life, neither the State of Oregon nor any agency of general purpose government shall restrict or censor the free expression of any artist or artistic organization by any means. Considerations or actions of funding which the state, its counties or municipalities render unto its citizenry shall be made on the basis of artist quality not on issues or matters of content.[329]

In July 1997, Debbie Martin, program adivisor, and Delta Smith, visual arts coordinator in the Cultural Forum, sent Miller a suggested Art Gallery Policy statement for his consideration that read:

1. Consideration will be taken in the choice of art hung in the mezzanine display case and in th first case visible at the top of the staircase.

2. Signs will be posted at the top of the staircase, at the first pillar of the gallery entrance (for people coming from the lobby elevator) and at the north entrance. These signs will be posted in such a way that parties coming tinto the area will see the signage before the art work.
3. The signs shall read (in the case of the annual ACLU Uncensored Exhibit): "The art display at the top of the stairs is part of the ACLU Uncensored Celebration in the State of Oregon. If anyone is sensitive to or might be offended or confused by graphic portrayals of sexual themes or controversial subjects depicted may want to choose an alternative route. There are alternative restrooms available downstairs. Thank you for your understanding. if you have any questions or comments please call the Cultural Forum at 346-4373 or come see us in Suite 2 here in the EMU."[330]

Additionally, the policy statement indicated that the visual arts coordinator of the Cultural Forum would be empowered to make programming decisions based on the State of Oregon Arts Commission policy statement, which they had posted in the EMU Art Gallery.[331]

Miller responded to Martin and Smith and indicated his approval of their statement with a suggestion or two of minor significance, including a suggestion that the word confused seemed condescending and might be best left out of the statement in #3.[332]

By 1995-96, the level of programming by the Cultural Forum had increased with a broad range of diverse events, sponsoring 40 events with paid admission and 43 free events, including performances by 130 solo artists or groups. The Forum transferred the responsibilities of programming for Beer Gardens to the Food Service and expanded programming in the area of Regional Music. A renovation of the EMU Art Gallery was financed and the work begun, looking toward the renaming of the gallery, the Adell McMillan Gallery. Additionally, the EMU Cultural Forum changed its name to the University Cultural Forun to improve recognition nationally in the entertainment industry. SARO continued to provide both walk-in and comprehensive consultation to

students and groups seeking advice about events and programming. The inaccessibility of McArthur Court for concerts sponsored by the Cultural Forum was of continuing concern and it was noted in the Annual Report that the Forun needed to enlist the help of the University administration in gaining access to that facility.[333]

In September 1998, the Forum sponsored a concert by Bob Dylan with Van Morrison and Lucinda Williams.[334] The concert was held in McArthur Court, however when the Forum attempted to schedule a concert on Halloween, October 31, featuring Everclear, the Court was not available because of conflicts with the practice schedules of the men's and women's basketball teams and the volleyball team.[335]

The May 1999, the 30th annual Willamette Valley Folk Festival, known as the oldest folk festival in the Pacific Northwest, was headlined by Seattle's Joules Graves, Boston's Dan Bern and Boulder, Colorado's The Floodplain Gang. Spread out over five campus venues, the festival lasted for three days of continuous acts, most of them on the outdoor stage on the EMU east lawn. Additionally, there were the usual on site food and craft booths and also as usual alcohol was a no-no, and dogs were not allowed.[336]

SARO sponsored a Rock the Vote 2000 Election Night party in the EMU Fishbowl on election night 2000 and students started gathering as early at 5 p.m. for an event that was scheduled to start at 6 p.m. More than 400 students stayed in the Fishbowl until the doors were locked on Tuesday night, as they waited for the voting results of the presidential race between George W. Bush and Albert Gore. Students mingled, argued, engrossed in commentary and as the night wore on became frustrated that they hadn't heard the final results of the election.[337]

Child Care and Development Center

In 1991, the Child Care and Development Center (CCDC) consisted of seven nationally accredited and state certified child care sites located in the EMU, east campus and Westmorland. The services were available for children ages 15 months to six years of age. The centers not only

provided child care services but also provided a quality developmental program for young children, including experiences in social, emotional, intellectual and physical development on a daily basis. Each of the sites was staffed by full-time lead teachers with part-time assistants who had extensive training in early childhood development. Additionally, a large student staff made it possible to have a high staff to child ratio at a low cost to student parents. The student staff also provided practicum experiences in such disciplines as education, leisure studies, human services and developmental psychology. Parents were encouraged to be involved in the centers as volunteers and to participate in the decision making for CCDC through the Parent Council.[338]

Student parents at the University were also eligible to apply for the ASUO Child Care Subsidy, made available from student incidental fees to help student parents cover child care costs. Programs available to student parents were: toddler programs at Westmorland and at Villard House; preschool programs at the Green House Preschool and the EMU Preschool; and the five year old program at the Brown House, the Moss House Preschool and the Westmorland Preschool.[339]

Until 1994, any change to the Parent Council Governance Document required the approval of the EMU Board. In 1994, Miller sent a proposal to the EMU Board that relieved the Board of its responsibility to always approve changes to the document, suggesting that a new document would allow the Parent Council to make changes with the approval of the EMU director. He suggested that the Board rescind the existing document and not take action on the new one, allowing it to take effect without Board approval, noting that any unit of the EMU could always forward a policy to the Board for their action. He also noted that this action, which the Board approved, would not reduce the Board's authority.[340]

In January 1996, it was announced that a new organization called Association of UO Affiliated Child-Care Providers, those who manage child care, would be meeting on a regular basis to discuss issues, share information and strategies for coordination and collaboration. Included in the group were the EMU Child Care and Development Center, the

Young Children's Center and the Amazon Co-op Family center. In the future the group would also include the director of the Agate Cottage Baby Room and the Vivian Olum Child Development Center. The group was convened by Karen Logvin, University child and family services administrator.[341]

In a paper titled, "CCDC Issues 1996-97," it was pointed out that partially due to the opening of two new child care facilities on the campus—the Vivian Olum Center and the Spencer View Housing Center—the CCDC facilities were serving 19 fewer families than in the fall of 1995. With the opening of the new centers, the numbers and ages of clients that CCDC served might need to change. The issue of how each of the programs could best compliment each other and not compete was an item for ongoing discussion.[342]

In a November 1996 report to the EMU Board, CCDC stated that it would be downsizing in the fall of 1997 because it would be necessary to close the Villard House. The program, currently serving one year olds—CCDC's youngest age group—would mean 12 fewer slots for child care. Operated by CCDC since 1971, Villard House could not be brought up to code due to excessive costs and to zoning issues. The same report noted that CCDC understood that the Board was considering closing the CCDC EMU center so that the space could be allocated for other uses. CCDC told the Board that they hoped the Board would defer that decision until it could be determined if the current lower requests for child care was a temporary fluctuation due to the opening of the new facility in family housing.[343]

By March 1997, it had become apparent that the CCDC financial picture had not gotten any better. The CCDC staff were informed that budget cuts for the remainder of the year would be necessary to stay within the budget for the fiscal year. The program was currently earning 86% of its prior year's income and spending 93% of its prior year's expenses. Even though CCDC had gotten a slight increase in student incidental fee support, the expenses were exceeding income and the best projections put them short by $14,980. Expenses were cut in a variety of ways for the remainder of the year, including reductions in student and classified staff hours and reductions in the supplies budget. It was noted that overall enrollment in the centers was down for the year to date.[344]

56. CCDC: Moss House yard, CCDC's birthday celebration, c. 1998.

The EMU Board received good news for the child care centers on campus in August 1999, when they were notified by Mary Farrington, EMU grant writer, that the EMU had received a 1999 U. S. Department of Education grant in the amount of $213,840. This four year grant would provide expanded child care subsidies for a total of 60 low income U of O student families who enrolled preschool age children in one of the three U of O child care facilities. Student families eligible for the subsidy would receive a 75% child care subsidy. They would also receive free health, nutrition and family counseling services from Head Start of Lane County. The grant funds would be available beginning the fall of 1999.[345]

Outdoor Program

In 1991, the Outdoor Program was described as a paradox. Participants were usually very independent individuals, but they were willing to cooperate with others in a group setting to achieve their common wilderness goals. This blending of cooperation and independence, similar to the attributes of the original western settlers, was the vital energy source for the success of the Outdoor Program.[346]

The 1993-94 EMU Annual Report acknowledged the Outdoor Program as the premier cooperative adventure program in collegiate America. The Program facilitated individual and group learning in outdoor skills, supported group dynamics and environmental issues. The Program facilitated nearly 300 outdoor trips that created 18,000 user days, programmed 70 on-campus program that served 9,000 plus users. The Outdoor Program office also pioneered the use of technology to increase productivity.[347]

During 1995-96, the Outdoor Program was able to add a .65 FTE trip facility manager to their staff, to staff the Outdoor Program Barn, which greatly improved the efficiency and organization of the facility and dramatically increased contact with participants, resulting in better prepared and safer trips. Additionally, the Program was involved in two major projects during the year: the annual Rogue River cleanup, in which volunteers pulled 50 tires and over 100 bags of garbage from the river; and they provided equipment used to help rescue stranded residents outside Springfield, Oregon, during the 1996 flood.[348]

In the fall 1995, Dan Geiger, Outdoor Program assistant coordinator, reported to Miller that the Outdoor Program had again sponsored New Student Week trips and had the largest turnout ever. Over 300 new students participated in over 20 separate trips. Additionally, the Outdoor Program had been announced as the recipient of a prestigious honor—the Recycling Recognition Award from Lane County—for its cleanup and recycling efforts on the Rogue River. Also, Bruce Mason, Outdoor Program coordinator, had been asked to serve on the Board of Directors of the National Outdoor Leadership School (NOLS), one of the most highly regarded outdoor experiential learning organizations in the world.[349]

In February 1996, the Outdoor Program made a special request of the EMU Board for $5,000 to start up the Allard and Casey Memorial Safety Library. It was to be used to purchase equipment (cell phones, transceivers, radios, etc.), books, locking cabinets and a display case for the memorial to Allard and Casey. The Board approved the request by a vote of 10-0.[350] The memorial was in memory of U of O students Frank Allford and Michael Casey, who did not return from an outing on the North Sister on the first weekend of November 1995. Though a major search and rescue operation was launched, involving hundreds of volunteers, including University students and faculty, Michael and Frank were not found and there loss had a major impact on their family, friends, the University and the Eugene community. The Outdoor Program and the ASUO Executive proposed the idea of the Memorial Safety Library in their memory in order to provide students with access to safety equipment for outings in the wilderness. Though safety tools would not replace sound decision making, they would greatly enhance the participants ability to get help when needed. The plan was for the Outdoor Program and the U of O Outdoor Pursuits Program to jointly administer the library and promote it availability to students, including the necessary training and educational programs about the use of the equipment.[351]

In October 1997, the *Oregon Daily Emerald* carried an article that highlighted some of the more interesting trips that were initiated by students through the Outdoor Program—bicycling across Tibet, backpacking in the Himalayas, climbing Mt. McKinley, sea kayaking in Canada and sailing in the Caribbean, to name a few."[352] The article also quoted Ron Waters, Idaho State University's Outdoor Program coordinator, as saying, "The University of Oregon is where it all started. The model it developed has been copied throughout the nation. It still remains one of the top programs around."[353]

In the fall 1998, *Sports Afield*, a national outdoor sporting magazine, named the University as the best campus for outdoor adventure and wilderness adventures in the country. They spotlighted mountain biking, whitewater rafting, rock climbing and skiing opportunities. Mason was quoted as saying, "Being picked top all-around school is a meaningful selection. It's something the whole university can be proud of." Ten other

schools were honored in different individual catagories, ranging from Nordic skiing to mountain biking.[354]

In October 1999, the Outdoor Program initiated a new training program called the Trip Initiator's Clinic. The Clinic covered the basics of initiating outdoor adventures, giving students the opportunity to learn everything from getting a van driver certified to drive to the philosophy behind the Outdoor Program and liability issues. The Clinic was in two sessions, the first the opportunity to learn the skills necessary to initiate a trip, and the second a safety clinic and a session specifically on white water rafting trips.[355]

57. Outdoor Program: Rogue River cleanup project, c. 2000.

Club Sports

In 1991-92, the Club Sports program moved into their newly created office space that quadrupled their former cramped quarters. Additionally, their new location with windows looking out over the Breezeway gave them higher visibility to students in the EMU and fulfilled a long awaited goal of the program. Student participation continued to increase in the program and caused a concern about increased participation with funds

remaining stagnant. However, students stepped up to the responsibility and assumed additional fund raising responsibilities, but also, more clubs sought permission to charge dues. The students appeared to have accepted a "pay to play" attitude. During EMU/IFC budget hearings it was decided that Club Sports should increase its fund raising requirement by an additional 5% and because many clubs had reached their fund raising potential, they were now charging dues to meet expenses.[356]

Several clubs in 1991-92 qualified for and participated in national competitions. Eight members of the Cycling Team went to Georgia for the USCF Collegiate championships, with donations and fundraisers paying for their trip. Bruce Carlson of the Table Tennis Team qualified to participate in the national club championships and the women's and men's Ultimate Frisbee Teams qualified to participate in the national championships in Colorado. The men won their championship, beating Cornell and the women came in second in their competition.[357]

In 1991-92, there were 28 club teams, with 867 participants. The program acquired a new storage facility near the Southbank playing field, to be used to store equipment for the four field sports that used the field. Additionally, the program had two practicum students for the year. One was responsible for promotion and publicity and the other was responsible for preparing monthly printouts of all expenses, income and budget balances for each club coordinator. Also, thirteen students received ESCAPE credit for their work as club coordinators.[358]

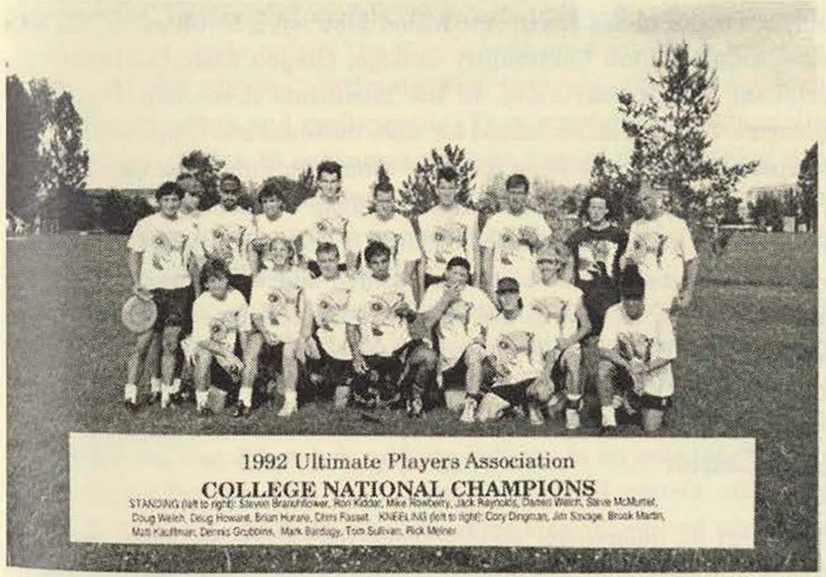
In November 1990, Club Sports signed an Indemnity Agreement, which allowed the EMU Club Sports Sailing Team to use the facilities of the Eugene Yacht Club on Fernridge Lake for the team's activities for the year. Standard mooring rates were charged to the Sailing Team and the team agreed that their activities and conduct would be governed by all the rules and regulations that governed the conduct and activities of the Yacht Club members.[359]

By 1993-94, Club Sports had over 1000 participants in 30 club organizations, open to all skill levels from beginner to highly competitive. The unique governance structure involved students in the administration of the program via its Student Executive Council and the EMU Board. The participants in the program fund raised at least 15% of the total Club Sports budget, annually.[360]

58. Club Sports: Men's Light Weight 4—Head of the Charles Regatta, Boston, participants. Chris Lackey, Jason Van Winkle (back row), George Bevan III, Victoria Collingswood, Sandy Vaughn (Club Sports coordinator), Joe Borton (front row), c. 1993.

The Club Sports 1995-96 Annual Report indicated that it was a productive year with many opportunities for the growth of club membership and activities and increased opportunity for student development. Over the prior ten years, emphasis had been placed on sponsoring sports clubs that did not put an additional burden on the scheduling of campus fields and gyms. In light of that priority, the Club Sports program sponsored a new club in Sky Diving, noting that "students are thrilled to have the opportunity to experience sky diving for the first time and the more experienced sky divers are excited to have the opportunity to represent the University in collegiate competition."[361] The report went on to indicate that the program also re-introduced a Judo Club and a Racquetball Club, and both had strong membership during the year. Because the University Department of Intercollegiate Athletics had announced the addition of women's varsity soccer to their program, 1995-96 was the final year of the women's intercollegiate club team.

During the year, Tai Chi participated in competition at an event in Berkeley, California and for the first time one member of the team was awarded a first place medal. The men's soccer team qualified for the NIRSA Collegiate Soccer Championships held in Austin, Texas, and provided the team with special college memories. Financially the program reached its goal of raising 15% of its budget by fund raising, plus they raised an additional $20,000 in order to meet additional team needs for equipment, uniforms and money for travel expenses. Additionally, the Crew, Sailing, Ski and Baseball Teams raised another $20,000 from a fund raising letter sent to alumni and supporters and the funds were put in the Club Sports U of O Foundation accounts for the individual teams to accumulate for purchase of team equipment or trips not budgeted through the EMU budget. Lack of adequate facilities continued to be a major issue affecting the Club Sports program. However, even with the lack of facilities, 1,258 individuals participated in 50 competitions or events at home and 120 competitions or events away.[362]



59. Club Sports: Ultimate Team, 1992 college national champions.

In October 1995, in a fall update sent to EMU staff, Miller noted that Club Sports was up to 35 clubs, the newest being Footbag, Juggling, Triathalon and Tai Chi. He congratulated Sandy Vaugn, Club Sports coordinator, and Lee Sullivan, the office coordinator, who were serving as leaders on the Host Committee for the Regional Conference of the National Intramural and Recreational Sports Association (NIRSA). He indicated that over 100 participants would be visiting the EMU from colleges and universities on the west coast.[363]

According to an article in the *Oregon Daily Emerald* in October 1998, the Club Sports program began its 30th season at the University that fall term. The article said, "There will never be hundreds of people to watch them play. The possibility of a lucrative contract offer in their sport after college is nil. They play their respective sport for the same reason they began to in grade school—because they love doing it."[364]

In the fall 1998, the Equestrian Team worked on forming a Northwest region of schools that would compete and participate together. Currently, the University team traveled to Northern California to compete against such schools as UC-Davis, Stanford University, Cal State-San Luis Obispo and others. Others in the Northwest region who were involved in this effort were Linn—Benton Community College, Oregon State University, and Brigham Young University. In the meantime these teams practiced strengthening their skills, looked for more members and competed in novice competitions, with the hope that they would be fully organized by spring 1999. The U of O Equestrian Team had about 30 members, both students and alumni, and were associated with Day Star Farms in Pleasant Hill, where the teams "home" barn was located, and where their trainer gave lessons on how to ride in the various styles. The team focused on the English Hunt Seat and Western Stock Seat styles of riding and competition.[365]

Craft Center

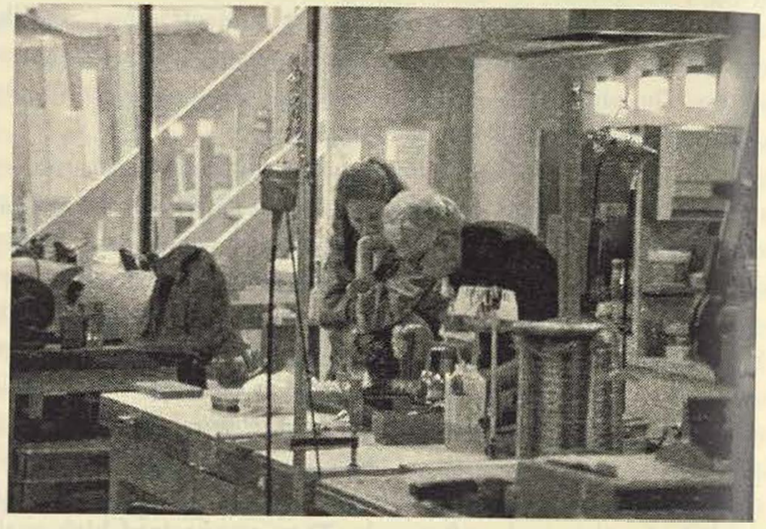
In 1991-92, open seven days per week, the EMU Craft Center continued to offer students, staff and alumni a wide variety of opportunities in the well equipped areas of ceramics, woodworking, photography, jewelry and metals, fiber arts, stained and fused glass, graphic arts and bicycle repair. Partially funded by student incidental fees, the center was largely financially supported by user fees at $5 per term for students, faculty, staff and their spouses and $12 per term for UO alumni. Day use fees of $1 for UO students and $2 for alumni were also available.[366]

As noted in the EMU 1993-94 Annual Report, the Craft Center was nationally recognized as one of the top five collegiate craft centers. It served as a laboratory for art and architecture students, had over 2,000 memberships, of which 67% were University students. The Center had conducted 207 workshops over the course of the year serving 1,800 registrants. The philosophy of the Craft Center was directed at all talent levels, using a value added outreach approach.[367]

By 1996-97, the Craft Center had found it necessary to raise its term fees to $7 for UO students and their spouses, $12 for faculty, staff and their spouses, $18 for UO alumni. Additionally, community members could purchase a term membership for $18 when registering concurrently for a workshop with a $15 or higher fee. Day use fees had increased to $1.50 for students, $2.50 for faculty and staff and $3.50 for UO alumni. The studio areas available to users were listed as ceramics, woodworking, photography, jewelry and metals, fiber arts, stained and fused glass, silkscreen and bicycle repair. The Center continued to offer a variety of workshops and classes, intimate and informal, taught by local accomplished artists and craftspeople. They emphasized high-quality individual instruction to encourage users to pursue their creative side. Brochures were printed each term to advertise the available workshops and classes, and it was usually necessary to sign up early because they filled up very quickly each term.[368]

To give a flavor of the types of programs being offered by the Craft Center, the following are some of the winter term workshops advertised in the *Oregon Daily Emerald* in January 1999. The area of fiber arts offered workshops in beginning weaving, spinning, frame loom weaving, Arashi Shibori, felt making, fleece hats and egg baskets. In an area titled Paints, Pens & Paper, the offerings were photo collage, oil pastels, silkscreen and paper making 1 and 2. The woodworking area announced workshops in light table making and wood sculpture. Beginning jewelry techniques, stone setting, enameling, beadwork and Fimo clay jewelry were offered by the jewelry and metals area. Ceramics offered beginning ceramics,

advanced wheel throwing and teapots. Additionally, the Craft Center sponsored visiting artist Mary Barringer for a lecture and a workshop in ceramics. Most of the workshops ranged in cost from $32 to $50, with some winter term specials at $18 to $34, and several short term $5 specials in such crafts as Origami, ceramic whistles, beaded bracelets and papermaking.[369]



60. Craft Center: Jewelry and Metal Working area—Max Nixon, instructor, and student, c. 1993.

An article in the *Oregon Daily Emerald* in March 1999, it was noted that "if spring break left you with burning desire to learn how to make shaker chairs, then the Craft Center might be the answer."[370] The article noted that, though the classes were not for credit, they were held in the evenings or on weekends to accommodate most students schedules and that the Center was a way for all students to have the opportunity to participate in workshops or classes that traditionally would only be available to students in the School of Architecture and Allied Arts. Theresa Majeres, a freshman journalism major, was quoted as saying, "The Craft Center is so easily accessible, and it allows me to further my hobby, as well as learning from some great teachers."[371]

By the late 90s, the Craft Center had been able to incorporate Suite 2, the old Cultural Forum/Program Office space, into the Center giving it much need space to expand. Still crowded for space, the Center remains a tremendously viable program and one of the few in the nation that had continued to grow and prosper.

Recreation Center

In 1991-92, the Recreation Center was described as a place for leisure, relaxation and game activities for the University community. It offered a TV lounge, an eight lane bowling center, a billiards room and a video arcade. The center provided a variety of activities including: billiards, bowling, table tennis, foosball, darts, pinball games, video games and table games such as chess, backgammon, etc. Programs were scheduled throughout the year to offer both competition and instruction, including P.E. classes in both bowling and billiards. Tournaments, leagues, exhibitions and open houses were held on a regular basis. A highlight of the year was always the campus-wide tournament to select those who would represent the University at the Association of College Unions-International Region 14 tournaments in bowling, billiards, table tennis, chess, foosball and backgammon. Teams from Oregon, Washington, Idaho, Montana, Alaska, British Columbia, Alberta and Saskatchewan participated in the ACU-I tournament. Sports videos and music were available to compliment the center, which was a comfortable place to relax and unwind from the stress of academia. The Recreation Center was also available for group use and could accommodate groups as small as ten for a birthday party up to 300 for a high school graduation party. Additionally, the center continued to operate the Waterworks Canoe Co. located on Franklin Blvd. on the Millrace and offered canoe and kayak rentals for use on or off the Millrace from March through October. The P.E. Department also offered basic canoeing and wilderness canoeing classes.[372]

In the fall 1996, Miller wrote to the EMU Board to bring them up to date on various issues, including the prospects for the year for the Recreation Center. He noted that the center would probably perform at or better than the prior years levels, indicating that closing the bowling

center would actually save the center money. Miller informed the Board that an area of concern was the Waterworks Canoe Co. because it suffered from the bad quality of the Millrace, aging equipment and poor name recognition. He indicated that Stephanie Dixon, Recreation Center manager, and Dan Geiger, assistant coordinator of the Outdoor Program, were creating a classroom project to research ways to increase the viability of the service. There was also some consideration being given to having the Outdoor Program take over the management of this service.[373]

The Recreation Center continued to offer a wide range of programs throughout the 90s, however, due to the major EMU renovation project involving both a complete gutting and remodel of the Recreation Center, beginning in the summer of 1997, the program of the Center was much changed as it approached the end of the 20th century. Changes included the elimination of the final eight bowling lanes and other renovations that are included in Chapter XVII.

A Few Miscellaneous Items from the 90s

As happened at least once per decade, the EMU Board was approached about opening a "safe" pub in the EMU in the fall of 1995. The ASUO had received comments from students regarding the safety of local existing campus area bars and thought that students would like a place on campus to relax in bar without fear of being assaulted. There idea was to send out an RFP to solicit the services of a private contractor for the operation of a brew pub in the EMU.[374] Though a topic of discussion for some months, the proposal did not proceed forward.

It was announced in September 1998 that the University would join thousands of other colleges and universities around the country by installing a new debit card system to allow students to charge food and other products directly to their University account. This one card system, according to Miller, would use a debit based system, allowing students and their parents to deposit money in their account at any time. The EMU would become a test site for this system, with the hope that it would be used eventually anywhere on campus where students were required to pay cash for items. Because the EMU Board was aware that the system was coming to the campus, the major Food Service renovation

project included the purchase of cash registers that were equipped to accept the debit card. The University ID card, issued to all new students and faculty at the University, was to be programmed to be used as the debit card for what would come to be know as the UO Campus Cash program. It was hoped that the system would be up and running by the winter of 1999.[375]

CHAPTER XVII

FOOD SERVICE AND RECREATION FACILITIES REMODEL

The Need

The report on the three existing capital construction proposals for expansion/renovation prepared by Robertson/Sherwood Architects was given a significant review by the architects, faculty, staff, student employees and members of the EMU Board. In December 1993, following that review, the EMU Board House Committee voted 7-0 to recommend to the full Board that the project to renovate the first and ground floors of the original building should be their number one priority. By a vote of 14-0, the EMU Board approved a motion that this project would be forwarded to the University administration as its first priority.[1]

In transmitting the Board's recommendation to Norman Wessels, provost and vice president for academic affairs, Dusty Miller, EMU director, cited several reasons for the need for this particular project over other possibilities. He indicated that the project: addressed deferred maintenance and safety issues and increased capacity; addressed bringing a major portion of the building up to code to meet ADA requirements; would aid in recruitment of students by modernizing the retail service portions of the facility; would revitalize the EMU food service areas and the recreation center that were vital to be able to increase revenue; and finally would allow the EMU to maintain self-operated services in these area, which would become increasingly more difficult without revitalization.[2]

In July 1994, Miller informed the EMU Board that at the OSSHE Board

meeting on June 29, 1994, they had tentatively recommended that the EMU renovation be funded at a level in the range of 2.6M to 3.73M in the 1995-97 biennial capital construction budget. The final decision was to be made at their July meeting, and Bobbie Lee, past ASUO president and student member of the OSSHE Board, stated that he would support full funding for the EMU project. Miller noted that, depending on how OSSHE prioritized the EMU project, it might be done without the necessity of increasing the student building fee above the current level of $18.50 per student per term limit.[3]

Ricca and Associates Market Research

In anticipation of planning for the renovation of the food service and recreation areas, the EMU issued an RFP for a customer survey to "assess the behavior and attitudes of major market segments regarding the EMU's services and activities. Information regarding new services and activities [was] also included."[4] Among other requirements of the survey, the RFP included a section on Revenue Generation that stated, "The EMU would like to discover new revenue generating concepts and enlarge return on investment while pricing its goods and services at market. The belief is that the EMU can increase its share of graduate student, faculty, staff, undergraduate, campus resident, non-campus resident and campus visitor business. In order to do this, research must determine what services and concepts customers and potential customers prefer and what is the appropriate delivery system."[5] In addition to surveying for campus interest in new food service concepts and delivery systems, EMU management also asked the consultants to seek information on some facility issues including air quality, lighting, seating arrangements and capacity, decorations, spatial arrangements, etc.[6]

In October 1995, Miller informed the EMU Board that Thomas Ricca and Associates had been selected to do the market research project for the EMU food service renovation project.[7] The professional services contract signed with Ricca indicated that the results of the information provided by the consultants would be used to determine the scope of work for the project and would form a basis for the design and renovation of the Food Service, Convenience Store and Recreation Center. The

contract payment amount was $17,500, $13,500 fixed fee and $4,000 for reimbursable expenses.[8]

Ricca mailed out 2,700 surveys to a random sample of students, faculty and staff, with the hope that at least 400 would be returned to be used in their final report.[9] Actually, 1,092 responses were received, which resulted in a confidence level of 99%, + or - 4%. Student responses amounted to 881, faculty 49, staff 95 and no indicated classification 67.[10]

The study brought forth a variety of issues. Many of the focus group participants noted that the Union was intimidating and they did not understand the range of options that were available to them. They felt that the building was in need of updating. Desired services were a bank, bigger computer labs and dedicated study areas. Positive comments were centered around gallerys, the craft center, the location of building in relation to the rest of the campus and the computer lab. A clear circulation path through the building was noted as an advantage because it created many private spaces in the building.[11]

Regarding the Food Service in the EMU, there was a desire for a much wider variety of food concepts. Preferences in the survey indicated that students and faculty favored healthier alternatives such as pasta, a salad bar, a wide variety of bakery products, subs (deli sandwiches) and healthier Asian alternatives. A speciality coffee concept was well received, faculty and staff missed the old grill option, and vegetarians felt that there were limited options. Additionally, many participants expressed an interest in a Saturday Market type of environment with more levels of variety and healthful choices. They wanted food fast, but not necessarily "fast food."[12]

Focus group participants liked the location of the Main Desk Store and the convenience of making ticket purchases. The convenience store component of the Main Desk was perceived as having a limited product line and being disorganized. In particular, it lacked the availability of fresh fruit.[13]

Regarding the Recreation Center, it was "perceived to be dark, dirty, odd smelling and unfriendly. Women felt that it is a male hangout and that women were not particularly welcome. Participants expressed concern over the use of the facility by high school students from the community."[14]

The survey developed a wish list that included a Coffeehouse, a movie theater, a live performance area/live mic, larger computer labs, more meeting space, a dance club, more study space, and a late night "Pub" option.[15]

The results of the Ricca survey were used during the planning process to develop the various food service concepts and other service delivery systems for the renovation project.

ISES Systems Survey

During the summer of 1995, the University contracted with ISES (Intelligent Systems & Engineering Service) Corporation to conduct a survey assessing the condition of the existing building's primary systems, with particular attention paid to the 1950s-era food service areas. In soliciting interest in providing this survey, Chris Ramey, University architect, indicated that the EMU would be the subject of a major renovation project that involved accessibility issues, safety issues, possible utility upgrades and renovation of the recreation areas and the food service. Ramey indicated that the intention of the survey was two fold: "To identify, early in the process, which primary building systems need repair or modernization; this identification will assist with the budgeting as the project scope is established during later design phases. To identify elements of the 1950 building that cannot feasibly be relocated or altered in the course of the renovation."[16] In a note to Ramey, Miller indicated that "this will lead to an engineering review of our building. It should: 1) show us where our problems are—i.e. leaky pipes, 2) find new problems, if they exist and 3) tell us before we start where to expect surprises and 4) tell us what is and what isn't structurally possible."[17]

In January 1996, ISES sent its Facility Condition Analysis for the EMU to the University and placed the various project recommendations in priority order: Priority 1 projects were those considered to be currently critical and immediate; Priority 2 projects were those considered potentially critical and needed to be accomplished in year one; Priority 3 projects were those considered necessary but not yet critical and needed to be done in years two through five; and Priority 4 projects were recommended for years six to ten.[18]

The total estimated cost of all of the projects in all of the priority areas was $6,641,112. Priority 1 projects amounted to $269,905 and were in the areas of Fire/Life Safety, Handicapped Access and Electrical. Priority 2 projects amounted to $1,045,575 and were in the areas of Fire/Life Safety, Handicapped Access, HVAC and Plumbing. Priority 3 projects amounted to $5,054,178 and were in the areas of Health, Handicapped Access, Exterior, HVAC, Electrical, Interior/Finish Systems and Plumbing. Priority 4 projects amounted to $283,452 and were in areas of Handicapped Access, Exterior, Interior/Finish Systems and Plumbing.[19]

The report contained all the details of the analysis of all systems for each of the priority areas.

It was of interest to note that the ISES analysis included a seismic analysis that concluded:

> The buildings appear to be well built and able to withstand considerable seismic movement. It is understood that the [Eugene] area has been revised from Zone 4 seismic status to a Zone 3. For all intents and purposes, the change does not matter insofar as the existing structure is concerned. Upon review of the code requirements, it is considered that the buildings (particularly the older section, including the area of renovation) have been well enough designed and built to clear the most stringent requirements.[20]

The results of the ISES report were significant in the planning for the Food Service/Recreation Center Renovation and were of invaluable use to the project User Group.

Renovation Planning Process

In November 1995, Miller reported to the EMU Board that the renovation project, because of its size, was required to use the University Campus Planning Committee processes for planning campus buildings. He told the Board that he would be soliciting participants for two working groups, with EMU Board and ASUO representatives on both groups. These two working groups would collapse into one smaller group and become the required Campus Planning "User Group." This smaller group would write the RFP for the project architect.[21] In January 1996, Miller further refined the planning process for the food service and recreation center renovation project. He indicated that he intended to appoint two committees of eight, with four students on each committee along with faculty and staff from marketing and architecture. Group 1 was to be a Concept Group—if something is knocked down what goes up. Group 2 was to be an Environmental Group—if something goes up, how is it set up. Eventually these groups were to be cut in half and they would become the User Group. He noted that there would be two ASUO representives and two EMU Board representatives. Shannon Varney and Doug Baker were appointed from the EMU Board.[22]

In appointing the members of the Concept Planning Group, Miller indicated that the group was "charged with developing recommendations on the conceptual offerings of a renovated food service and recreation center" . . . it was "anticipated that this group may be asked to provide recommendations on renovating rooms as wells as work with making improvements to utilities that support these services."[23] Miller noted that the issues to be considered by the Concept Group would include "types of food to be served, types of recreation offered, style of service, financial goals of the EMU Board, campus one-card integration, lease/self operation issues, and multiple use of space . . . key in the process [would] be . . . help in designing a process that [would] guide decision making as it is possible that research [would] lead to plans that we may not be able to afford."[24]

In a letter appointing members to the Environmental Planning Group, Miller indicated that the charge to this committee was "to recommend the environmental parameters associated with the renovation. [The] recommendations [would] be forwarded to the final User Group to use in developing a total program concept to be generated for architect selection."[25] He noted that issues to be explored were such things as hours of operation, use of space, types of physical set up, seating design, lighting design, work space issues, air quality issues, issues concerning care of the facility, ease of production/or delivery of service, general ambience, desires of users, traffic flow, and ADA issues.[26]

Final Project Description

By August 1996, taking recommendations from the Concept Group and the Environmental Planning Group, the project User Group had developed the Project Description for the Food Service and Recreation Facilities Remodel. That document was used to advertise for architectural services for the Schematic Design phase of the project.

The Project Description included information on the University's planning process, principles and patterns, a description of the campus setting and the existing facilities and a statement of the project goals. The project goals stated were:

> — renovate the building to support food and recreation operations that can serve the University of Oregon and remain financially viable for many years. In particular, this project must increase the marketability and efficiency of the existing operations to eliminate operating losses that have been experienced for a number of years.
>
> — improve the safety, efficiency and code compliance of existing building systems, many of which were installed over 45 years ago.[27]

The Project Description described the EMU as the social and physical center of the University campus, noting that it must "express the ideals and reflect the values of the campus as a whole."[28] It indicated that the design of the facilities must reflect the unusual spirit of the place and that changes must come from an understanding of the fact that the EMU and the campus were different from other campuses. Additionally, it was noted that there were certain physical elements of the EMU that had become symbols of the building. "The Fishbowl's curve of glass is an intrinsic part of the EMU image. Likewise, the grand staircase is an element that means 'EMU' to many students, faculty and staff."[29]

The economic viability of the project was stressed throughout the document. It indicated, for example, that most of the food service customers were lunch-time visitors, that they ate during a peak period from noon to 1 p.m., that they were very price sensitive and that market research indicated that they would not willing to pay more than $3.50 for lunch. The report noted that it was necessary to realize the need for food service to be self-supporting, with facilities designed to accommodate sufficient lunch time customers, at the price range indicated, in order to operate the food service at a profit over its entire schedule, including off-peak hours such as vacation, evenings and summer.[30]

The description also spoke to problem of the EMU complex not having effective visible entrances that were tied into the campus pedestrian circulation systems and suggested that this project might need to consider a couple of entrances that would bring people conveniently into the food and recreation areas. It indicated that newcomers had a difficult time finding their way around the EMU and that the remodeled parts would need to be easy to find and get to without the need for complex signs or maps. The report cautioned that because of the well-known and familiar landmarks, such as the Fishbowl, the effect on the building facade of any changes would be closely examined.[31]

The proposed food service concepts were to result in varied offerings in separate settings with a wide variety of vendors so that from the customers point of view they would be separate operations.[32]

Under the topic "General Food Service Considerations," the Project Description indicated that the overall character of the design should have the feel and look of a "marketplace," with many booths and stands like you might find at the Fifth Street Market in Eugene or Pike Place Market in Seattle. It spoke about the desire for comfortable interiors as opposed to the appearance of a shopping-mall food court. The ability to maintain the facility that was used by thousands each day was very important, and the selection of durable and maintainable finish materials was essential to the project.[33]

Additionally, it was indicated that customers wanted choices in furniture, with a variety of seating and table styles available in each major area, the furniture needed to be maintainable, copious amounts of storage were needed in all areas, employee support areas were needed, good ventilation was of high value, and reliable plumbing systems were a must for the project. The lighting design presented a dilemma. They

wanted a variety of darker and lighter areas that were adjustable to different levels, wanted to have the Marketplace have a wide range of light fixtures to create a variety of styles and places, yet on the other hand they wanted to achieve all of this using one type of fluorescent lamp to save energy and simplify maintenance.[34]

In a section titled "General Recreation Facility Considerations," the project description report indicated that the billiards and games areas needed to visible from one end to the other and from the control desk. The Recreation Center was described as having acoustical variety, with the need for noise control in the arcade, the need for quiet in the billiards area, with the other games areas being somewhere in between loud and quiet. A need was expressed to bring the outdoors inside, noting that the Center had no windows or other means for outside light and this might be solved by adding windows, skylights or stairs, or through different lighting and indoor plants to make a more varied environment. Finally, the report indicated the need to have the control area in a central location so that employees could see all areas and customers would check out and return equipment without having to travel long distances.[35]

In developing the concept selections for both the food service and recreation area, the shared benchmarks for both were variety, profitability, reasonable pricing and environmental impact. For the food service concept selections, additional benchmarks included a concern for healthfulness, emphasis on lunch service, quick service and the availability of both hot food and take-out food.[36]

The concepts selected for the food service areas came from the recommendations that came out of the market research surveys. The concepts were the following: Quick Service Coffee in two locations, serving gourmet coffee, baked goods and espresso, located next to a highly trafficked food area or near an anchor food concept and in or next to the convenience store; Coffeehouse—a people gathering place with food, coffee and programming, bookable space for music, poetry readings, presentations, open mike, etc., near other leisure activities and an exterior entrance with some natural light during the day; Bakery-in-house bakery producing muffins, pastries, cookies, desserts, etc. for retail sale as well as supplying other food concepts such as the quick service coffee locations and the Coffeehouse, located near a seating area and other food concepts,

particularly coffee; Sub/Sandwich Deli—made to order hot and cold sandwiches, meat and vegetarian, with soups and salads made fresh daily, a fast "to-go"service, located near a seating area and other food concepts; "Healthy" Soup/Salad/Fruit/Yogurt/Juice Area—extensive self-service salad bar, variety of fresh fruits, hot soup selection, bakery products, juice bar, yogurt drinks, etc., some organic offerings, daily changes in selections, quick service and self-service, located near a seating area and other food concepts; Italian—offering hot pasta with a variety of sauces and toppings, speciality cold pasta and Italian salads, pizza by the slice or individual pizzas, located near a seating area and other food concepts; "Marketplace" Booth—quick service with a limited menu of hot food and offering at least one vegetarian option, with the concept to change on a daily, weekly, monthly or term by term basis; Convenience Store—quick service store, similar to what would be familiar to customers in the local market, open from morning to late at night, packaged snacks, fresh fruit and vegetables and bottled beverages, drug store items and school supplies, coffee and limited hot food items, located near an exterior building entrance and ATM machine, and in a high trafficked area within the building; Catering—providing catered food within the building and elsewhere, food and beverages that are prepared in a central kitchen and delivered to other locations, ideally located on the main floor near a freight elevator and the loading dock.[37]

The recreation concepts that were selected following the market research study were: Billiards—providing high quality tables and equipment for general public use and for classroom use, with customers paying at a control area for minutes desired, located near other leisure time activities and recreation such as a coffeehouse, arcade or casual lounge space; Arcade—dedicated to space for pinball machines, video games and other automated coin-operated amusement games, contracted through a local vendor, located in an area that does not require quiet and near other recreation concepts or leisure activities; Other Recreation—space for other concepts such as table tennis, foosball, board games, darts, air hockey, virtual reality games, big screen TV, etc, areas that could be changed occasionally and seasonally and programmed to encourage a constant stream of customers, located near other leisure activities such as billiards, arcade, coffeehouse or casual lounge space.[38]

Project Funding Sources

For the fall 1995 bond sale for State System projects that had been approved for the 1995-97 biennium, the University requested that $250,000 be made available for project planning for the EMU Improvements project, which was listed for a total of $4,150,000.[39]

By December 1996, it was apparent that the original allocation from student building fee bond funds would not be enough to fund the entire project. Miller proposed to the EMU Board that they authorize him to request a loan of $1,000,000 from the State System of Higher Education. The loan would allow the EMU Board to select from a list of add/alternates components that had been identified as desired elements of the core project. He noted that each of the add/alternates would have been a part of the basic project if the budget had allowed their inclusion. Miller assured the Board that the basic goals of the renovation project had been met in the project as it stood. However, the User Group would have included the add/alternates if the budget had not been restrictive. The terms of the loan would be 30 years, with a 2% cost of securing the loan added to the principle, with interest computed at 6.7% (considered conservative—current bond interest being at about 6.5.%) and yearly debt service being approximately $80,000. The loan would need to be paid back using earned income, with no incidental fee monies being used for this purpose.[40]

Following approval of the EMU Board,[41] Miller wrote to George Pernsteiner, Office of Academic Affairs and Provost, about the needs for the EMU bond sale for the Food Service and Recreation Renovation project and noted that the first need was for the sale of $4,015,000 in bonds from the student building fee and the second need for the $1,000,000 loan from the sale of auxiliary bonds. In addition to the approval of the EMU Board, Miller indicated that the request for the loan had been approved by Vice President for Administration Dan Williams.[42] Pernsteiner in turn wrote to J. Truman Baird, OSSHE, sending him the list of University needs for bond funds for the next 18 months, including the two projects for the EMU to be included in the Spring 1997 bond sale. He described the two EMU projects as: 1. "EMU Safety Project—$3,900,000 [$4,150,000 minus the already advanced $250,000 planning monies]. The scope of this approximately $4,750,000 project includes remodel of the south end of the basement and first floor of the EMU building and a small building addition at the north end of the basement remodel area . . . another goal is to improve the safety, efficiency, and code compliance of building systems in the affected areas, many of which were installed over 45 years ago;" and 2. "EMU Utilities Repair—$1,000,000. This project will repair utility systems, which have not received a major overhaul since the building construction in 1950."[43]

In February 1997, a second advance for planning purposes was requested and approved by OSSHE in the amount of $250,000.[44]

The final total authorized amount from various bond funds for the Food Service and Recreational Facilities Renovation project was $4,750,000, including the two planning advances for $250,000 each and the $600,000 loan for code repairs [reduced from the original request of $1,000,000].[45]

Architect Selection

In July 1996, Miller reported that the EMU User Group was progressing smoothly and that the RFQ for architects would be out by early July and due back by July 26, 1996. He believed that they would have an architect for the project selected by the end of August 1996.[46] In late August, the Architect Selection Committee [User Group members and representatives of the Campus Planning Committee], having interviewed a number of architectural firms, selected the firm of McBride/Seder Associated Architects of Portland for the project. In the committee's opinion McBride/Seder exhibited a more extensive experience with relevant projects of a similar nature and had a more thorough understanding of the issues critical to this particular project.[47]

The original Architects Agreement signed with McBride/Seder was for the basic services for the Schematic Design phase of the project. The agreement noted that the Owner would enter into a CM/GC (Construction Management/General Contractor) contract for the construction of the project. The agreement called for the architect to lead eight two-day User Group sessions that would include a kickoff meeting and final presentations of the Schematic Design to the User Group and other

University interests, including the Campus Planning Committee. Additionally, the Schematic Design phase included such things: as reviewing existing equipment and furniture to determine if any could be reused and what new equipment and furniture would be needed; establishing budgets and estimated construction costs to help in determining the final design concept; establishing the final design concept into a schematic design; coordinating schematic design plans with structural, electrical and mechanical consultants, the food service consultant, etc.; investigating existing building conditions; and coordinating an ADA review session. The architects were also expected to participate in the selection process to contract with a CM/GC, as the owner might request. The agreement was to continue in force through December 15, 1996.[48]

Food Service Consultant

At the same time that the University advertised for architects, they also advertised for the services of a food service consultant. In a July 1996 letter to prospective consultants, Fred Tepfer, planning associate in the University Planning Office, described the scope of the project and indicated that the University was interested in contracting separately with a food service consultant and was interested in learning about their past consulting experience.[49]

In November 1996, a contract was signed with Thomas Ricca Associates for the services of a food service consultant, with Ricca agreeing to work with the project architect, the CM/GC and the owner to be responsible for providing drawings, specifications and other work product to "to specify the food service area improvements that [could] be built within the Project Budget."[50] It should be noted that this was the same firm who provided the market research survey data upon which many of the food service concepts were based. The original agreement was supplemented over time to include design development and construction documents, in addition to schematic design. This included all of the back of the house infrastructure, etc., for the various food service operations in the renovation project, including the quick service coffee area, coffeehouse, bakery, Sub/sandwich Deli, Healthy food area, Italian

area, Marketplace area, convenience store, and the central/catering kitchen. The total contract amounted to $61,582.[51]

Schematic Design

In early November 1996, Miller informed the EMU Board that two meetings of the User Group with the architects had been held to preview the schematic design for the building renovation, with participants making comments and suggestions to be passed along to the design team. He also indicated that three contractors would be interviewed on November 7, 1996, with final selection made within a week.[52] By November 20, 1996, Miller was able to report to the EMU Board that the Schematic Design phase of the renovation was nearly complete and that the next phase where Board involvement would be needed was in placing programs within the renovation. In addition, the Board would be involved in the selection of the food service leaseholders and the travel agent in the EMU. He also noted that of primary consideration would be the impact of the renovation on the total EMU, e.g. what would be closed, when it would need to close and how services would be operated. These issues would need to be solved once the final plan was approved.[53]

On December 5, 1996, Mark Seder, project architect with McBride/Seder Associated Architects, presented the Schematic Design for the renovation project to the Campus Planning Committee for their approval. He indicated that it would revise and improve circulation and visibility in the Fishbowl and South Dining Room areas, restoring circulation patterns that were changed during previous building additions and remodels. Seder noted that it would revise the food service, providing many choices with maximum flexibility. Additionally, the project was planned to revise and clarify corridors and circulation in the Recreation Center and it would remodel the Recreation Center and the Copy Center. The Convenience Store, Quick Copy Center, Coffeehouse and Recreation Center would be located in the remodeled ground floor space. Seder also indicated that the remodel of the ground floor might include an addition to the north next to the Breezeway to provide activity and an entrance that would be visible from 13th and University. The Campus Planning Committee unanimously approved the Schematic Design for

the improvements to the EMU and recommended its approval to the University president.[54]

Design Development

A second agreement was signed with McBride/Seder in early January, this time to cover services that would ultimately provide the Design Development plans for the EMU renovation project, including elevations (both interior and exterior sections) and outline specifications, and drawings to communicate developed design. Once approval of the University was obtained on these plans, then the architects would provide Construction Drawings and provide all of the essential products to successfully bid the project. Since the original agreement for Schematic Design, the scope of the work had been increased to include a small building addition at the north end of the remodel area in the basement. Additionally, the agreement noted that in addition to the architect, other consultants on the project would be Czopek & Erdenberger, Interior Design; Balzhiser & Hubbard, Mechanical & Electrical; KPFF Consulting Engineers; and Cost Planners, Inc., cost planning and cost estimator. Included in the agreement was refining "color palette for interiors, including the public fronts for all six vendor spaces . . . architectural and interior color boards, including furniture fabrics for the entire project . . ."[55] Additionally, the agreement indicated that the architect would coordinate construction documents with the owner's food service consultant as well as the architect's consultants.[56]

In early May 1997, Miller announced to the EMU Board that the Design Development phase was almost finished and that the User Group had been trying to cut a final 200K from the project budget. He noted that construction would begin on May 12, 1997, and that the early stage of the project would require that the west main doors to the EMU be inaccessible for some time. He also indicated that asbestos abatement near the Recreation Center, Photo ID and Copy Center would occur during the first two weeks of June. This was thought to be small project and would allow services to remain open for a majority of the time.[57]

On May 23, 1997, Chris Ramey, University architect, requested approval from the University administration of the Design Development

phase of the EMU Food Service and Recreation Facilities Improvements project.[58] On behalf of the University, Dan Williams, vice president for administration, stamped and signed his approval of the Design Development documents, etc.[59]

Construction Bids/Construction Management/ General Contractor

In August 1997, Miller notified key staff that the bids for the renovation project were in and that "we have a project." He indicated that the cost of the project looked to be about $4,750,000 to $4,825,000 and that with the original expenditure limit allocation of $4,150,000, the loan of $1,000,000 and the approximate 70K that was scrounged from other projects in Facilities Services, there was enough funding to go ahead. He also noted that the EMU would need to use only $600,000 of the loan, which was what the EMU Board had allocated and about all that the EMU could afford to pay back.[60]

In seeking a construction contract for the EMU renovation project, the University/OSSHE had advertized for "qualified construction management firms interested in providing Construction Management/ General Contractor (CM/GC) services in connection with the Erb Memorial Union Food Service and Recreational Facilities Remodel Project . . ."[61] After considering the bids from five firms, the University selected the Wildish Building Company of Eugene as the CM/GC.

The construction schedule for the EMU renovation project was divided into four parts. The first part included the already completed Schematic and Design Development stages. The second part of the schedule was for the Construction Phase North Entry Demolition and Foundation, beginning with demolition, then finals week, and finally Structural Foundation. The third part of the construction schedule was for Preconstruction—the Remainder of the Remodel Work: construction documents—renovation. The fourth part of the schedule was for Construction—Remodel Phase: Interior Demolition; framing and structural work, mechanical and electrical demolition, rough-in, trim-out; interior finishes; tenant improvement build-outs; testing and commissioning of mechanical and electrical systems; substantial completion by August 3,

1998; Punch List and final completion, July 27, 1998 to August 21, 1998; and owner occupancy, August 5, 1998.[62]

All of this complicated construction schedule and the sub contractors involved were managed by the CM/GC. Hyland Construction won the first bid that would build the Coffee House shell and subsequently the bid to build the Courtyard project.[63]

The University selected Braun Intertec to perform the testing and inspection services for the EMU project. After contacting Wildish Building Company and John Hyland Construction Co. regarding the scope of services, they estimated that for structural concrete testing, structural concrete inspection, structural steel testing and inspection, and for anchor inspection the cost would be $5,250, invoiced according to their current retainer agreement with OSSHE.[64]

Also utilizing a retainer agreement with OSSHE, the University signed an agreement with Kelly S. Whitlock, President of Pacific Environmental Group, Inc. of Eugene for them to provide asbestos abatement work for the EMU project in an amount of maximum compensation not to exceed $129,501.[65]

In a press release, dated May 9, 1997, the University's Office of Communications announced to the public and the campus that the EMU's major renovation project would begin on Monday, May 12, with the general contractor and University construction managers mobilizing in the EMU Courtyard to begin demolition and construction of the north addition to the basement. This signaled the beginning of the $4.5 million project that would update and transform large portions of the sprawling building. It was estimated to be an 18-month project.[66]

Major Construction Issues

Hyland notified Wildish Building Company that they had encountered solid rock in the part of the work to be excavated. He stated that "this rock was not indicated on the plans or specifications and was not noted on the as-builts. It appears this type of rock is not the weathered type of rock that you encountered some years ago while building Willamette Hall but it appears to be solid basalt."[67] Hyland indicated that they were removing all of the material that could be excavated by normal means,

anticipating being done by June 2, 1997, but needed a plan of action in place to handle the rock issue.[68]

Relative to the rock issue, Miller informed the EMU staff that it had been discovered that the three support columns immediately outside the main entrance to the EMU were on footers on bed rock that was nearly three feet higher than they were shown on the original drawings. McBride/Seder proposed three solutions to the problem: 1)leave the footings as found and incorporate them into the design of the coffeehouse; 2) build more columns and a transom that would take the place of the columns and allow them to be removed; and 3) shore up the EMU, taking the load off of the columns, cut the footings, dig under the footings and rebuild as they appeared on the original drawings. Miller indicated that due to cost he thought that solution #1 was the only viable alternative.[69] Soil experts had to work out how to excavate around the support columns, which meant extra costs and additional noise.[70]

The next construction issue to be faced was in regards to asbestos abatement throughout the project area. The consultants for the project had missed the cost of asbestos removal by 90K.[71] Miller noted that this problem would reduce the contingency by 90K because the work had to be done.[72] The final contract amount paid to Pacific Environmental Group, Inc. for the asbestos abatement work was $137,160.[73]

In February 1997, Peter Martin and Mark Seder of Seder Architects, Fred Tepfer, Stan Hayden of Balzihiser & Hubbard Engineers and others met with Reggie Augsburger, Deputy Eugene Fire Marshall about fire and life safety issues with regard to the EMU Food Service and Recreational Facility Remodel, particularly about the fire alarm system. Augsburger offered the following suggestions and concerns for a new fire alarm system design: both portions of the building (the 1950 sector and the 1974 sector) were to be considered as one building and should have one centralized fire alarm system; the building warranted a voice alarm system because it was primarily a A-2.1 occupancy building; due to the large size of the building Augsburger was willing to defer fire alarm upgrades in those portions of the building that were not a part of the current project, if he was assured that efforts to upgrade the rest of the system would take place within a five year period; this phased approach would include voice evacuation messages and ADA strobe

extensions in the older parts of the building, with bells continuing to be the audible source in the upper floors of the older building and horns in the 1974 addition; manual pull stations would need to be incorporated into the system design until such time as the building was fully sprinkled; and upgrading the old building elevators for elevator recall would not be required if no other modifications were done to them.[74]

In May 1997, Hayden requested that the University make a decision on the extent of fire alarm improvements and asked that someone draft a letter to the city Fire Marshall regarding the U of O's planned schedule for a building-wide alarm system, noting that the choices were: improvements with the current project to include a new alarm panel; or improvements throughout the 1950 building, all floors; or improvements throughout both the 1950 and 1974 buildings.[75] In September 1997, Miller wrote to the city Fire Marshall indicating that it was his understanding that the EMU must provide a letter of acknowledgment stating that the EMU would complete an upgrade of its fire alarm system within the next five years, with the anticipated date of completion in the fall term 2002. He indicated that he was working with Balzhiser & Hubbard to accomplish this design task with the stated deadline and he agreed to submit plans for the upgrade for a permit application prior to January 30, 1998.[76]

Complicating the fire system issue was the simultaneous remodeling of rooms 33 and 34 in the EMU basement for use as the Multi-cultural Center, etc. In addition to the work that was included in the major remodel base budget for the fire system, an additional $18,855 was needed to install a fire sprinker system throughout the remainder of the EMU basement of the 1950 and 1963 building.[77]

The final complication to the fire alarm issue was the discovery that the project engineer made a significant error: the renovated part of the EMU would not interface with phase two (retrofitting the remainder of the original EMU building) at the fire alarm panel. The engineer had assumed that it could "mix and match" and that was not correct. Additionally, the cost estimators had relied on the engineer's information that existing wiring and detectors could be used when they estimated the amount for phase two. With the need to pull new wire and supply new detectors the new cost was estimated at 74K, far beyond the 28K budgeted for the next year from the Building Repair Reserve fund, resulting in a nearly 50K shortfall. Miller approached Truman Baird, OUS, and Baird was able to come up with an additional 46K. Miller informed Baird that he had "saved" the EMU and the contractors had been told to proceed with the work. Miller noted that "your quick assistance has helped us overt a lengthy 'fire alert' status in the EMU."[78]

Furnishings and Equipment

In February 1998, Theresa Coleman-Kaiser, food service director, provided a furnishings update to the User Group from Czopek & Erdenberger, the interior designers on the project, and in particular their suggestions for the purchase of Coffeehouse coffee tables and lamps from "Goodwill" type stores. They noted that distressed was great but to be sure they were stable and/or fixable. They suggested looking at not so likely options such as old trunks, old dining tables that could be cut down, etc. Additionally, they suggested looking for fabric lamp shades or beaded shades with ornate metal bases for a 1940s or 50s look with the understanding that they did not need to be all matching in style. They had a budget of $1,900 for "Goodwill" purchases for two table lamps, five floor lamps, three coffee tables and two end tables.[79] From information taken from various paid invoices in the renovation furnishings and equipment file, it was found that some furnishings for the Coffeehouse were in fact purchased from antique stores in the Eugene-Springfield area including lamps with shades, floor lamps, a blanket chest, an oak file cabinet, railroad cart and a marble top stand. Additionally, two floor lamps and a shade were purchased new from Brighter Homes in Eugene. In total the purchases amounted to $1,537.[80]

Also in February 1998, decisions were made regarding the procedures that would be used for purchasing the furnishings for the renovation project. Susan Racette, associate director/business manager met with Coleman-Kaiser and Stephanie Dixon, who was managing the purchase of equipment and furnishings for the project, and indicated that the EMU staff would be doing the purchasing because of the substantial savings to the owner since they would not have to pay the Facilities Services or the designers markup. She informed the University Purchasing Department

that the User Group had made their selections and the specifications would be written by EMU staff with assistance from the interior design consultants. Additionally, none of the categories was expected to exceed $50.000, so they could use the informal purchasing process.[81]

Three hundred and eighty-eight chairs were sent to Goodwill Industries in Eugene to be refinished for reuse in the renovation project at a cost of $34 each for a total cost of $13,192.[82] This amounted to a huge savings over buying new chairs for the project.

Signage

Responding to a request for information about the signage cost for the EMU renovation project, Racette indicated that the project budget was for $30,000, which the EMU realized early on was insufficient due to the complicated traffic flow in the building. Money was saved because students in the design department of the School of Architecture and Allied Arts did all the traffic flow studies, designed the signs and wrote the specifications. The 30K was then spent entirely on fabrication and installation.[83]

Approximately 70 signs were fabricated, some simple room signs and some large directional signs. About $7,000 of the 30K was spent for a large three-sided kiosk for the main lobby. The Food Service spent $10,000 with ES&A Sign Company for their signs and the remaining $20,000 was spent for the Recreation Center and all remaining areas in the project and those signs were made by Signs Unlimited of Eugene.[84]

The Food Court

Following the results of a feasibility study conducted by the EMU to see if the EMU could operate all of the food concepts that had been identified as desirable for the University community, Miller notified the staff of the EMU Food Service that it was his intention to request lease proposals to operate an Italian concept, a Deli concept and a Healthy/ Vegetarian concept. These were the concepts that the community identified as highly desirable and in looking at these concepts for a one, three and five year term were deemed to not be viable for the EMU to

self-operate. He also noted that he had notified OPEU of his intent to release RFPs for these concepts as required by the collective bargaining contract.[85]

These concepts, along with a self-operated Bakery, coffee bar, a coffee house, the convenience store, and the Marketplace booth concept would comprise the food service provided in the renovation project.

Two pre-proposal meetings were held for potential contractors to become more familiar with the project and an opportunity to acquire clarifications on the bid specifications. At the request of prospective bidders, the EMU provided estimates and information for "tenant finish cost" (build-out), etc. The EMU would provide space ready for the tenants' finish work, with the EMU providing utility services to the area, including exhaust capabilities, light fixtures for general illumination, flooring, and unfinished gypsum board walls. The EMU would not provide wall finishes within the concept's designated area, hood, counters, tenant's equipment or individual tenant's store front. Regarding equipment, each tenant was required to do their own research and cost estimating for their needs and utility and equipment hookups were at the expense of the tenant. Finish cost for general construction was estimated at $60 to $70 per square feet and the spaces ranged from 400 to 800 square feet. Menu signage and graphics package were estimated at $4,000 to $9,000. Additionally, the potential bidders were reminded that "the tenant shall conform to the University design standards and work with the EMU for approval. If [they were] selected as a tenant, [they would] be asked to supply a colored sketch and samples of materials to the EMU for approval."[86] They could also request additional design services from the EMU consulting firm at a rate of $65 per hour or a negotiated fee based on the scope of the work desired.[87]

Additionally, each contractor was to be responsible for joint marketing with the contractor dedicating one-half of one percent of gross sales for a coordinated promotion and marketing program to be administered by the EMU in cooperation with all of the contractors. Also, each of the contractors was required to accept any electronic or computerized meal, debit, credit or stored value plan that the University chose to implement at any time. These plans were to be accepted in lieu of cash, when presented by staff, faculty or students with sufficient credits in their

accounts. The contractor was committed to using equipment selected and made available by the U of O and was required to pay the costs of equipment acquisition, maintenance, operation, etc.[88]

The original RFPs for these concepts contained two options for the contract period: beginning July 1, 1998 and ending June 30, 2001, with two one year options to extend for a total of five years; and beginning July 1, 1998 and ending June 30, 2003 for a total of five years. The contract length option would be based on the contractors expenses for total cost of "build out." An additional option was added by Amendment to the original RFP, which stated that the contract could begin on July 1, 1998 and end on June 30, 2003 for five years with the potential for renewal at the discretion of the University for an additional five year period, for a total of ten years.[89]

Each RFP also included a provision that the contractor would pay a base monthly rent plus a percentage of monthly gross sales for all items sold on campus, including phone orders. The provision noted that each contractor must state clearly the proposed percent of gross sales, and include financial information on projected gross sales during the term of the contract.[2422] continue to follow all collective bargaining guidelines in this instance.[90]

Following participation by the EMU Board in the RFP evaluation process, Subway was the selected deli/sandwich concept contractor, Holy Cow, a local vegan/vegetarian company, was the selected healthy food concept contractor and Sbarro was the Italian concept contractor selected. Mark Seder, McBride/Seder Associated Architects, agreed to provide outside vendor packets to give to these contractors that would contain a floor plan of the tenant space and the area surrounding it, ceiling plan of the tenant and surrounding area, e.g. duct work, hoods, etc. plumbing and electrical plans for the tenant and surrounding area and elevation s of their store fronts, showing bulkhead walls, soffit, colors and materials surrounding them, tenant design standards and submission procedures.[91]

Subway and Holy Cow successfully completed contracts with the EMU and were ready to open their leased spaces when the renovation was completed in the fall of 1998. By October 1998, Sbarro had not completed their lease arrangement with the EMU, which left the EMU

with one unfilled food court lease space in the south dining room area of the renovation. Racette put out a new RFP for the one remaining space, noting that the EMU management and students felt strongly that it was important to select a food concept that would work well within the Food Court, meaning that it should not duplicate existing offerings, have reasonably priced food selections, serve what campus patrons desired and successfully compete with the surrounding campus restaurant community.[92]

Three proposals were received in response to the RFP for the remaining Food Court space and, following site visits to all three concepts, the committee supported the choice of Refreshing Concepts (Zuka Juice and Pizza Planet). Two issues needed to be resolved before the bids could be awarded to Refreshing Concepts. When the committee made its site visit to Zuka Juice they observed the use of polystyrene cups. A call to the proposer indicated that they had a paper cup that had been adapted for other locations that could be used at the U of O, since the University did not allow the use of polystyrene on campus. The second issue was the political correctness of some of the advertising used by Zuka Juice that would not be considered politically correct at the U of O—particularly the tribal image of Zuka. A check with the proposer indicated that they would be willing to work with the EMU to remove any offensive concepts.[93] A contract with Refreshing Concepts was signed on January 7, 1999 for a contract period of five years from January 1, 1999 to December 31, 2004, which could be extended at the sole discretion of the University for an additional five years to December 31, 2010.[94]

The Marketplace

Located between the healthy food concept space and the deli/sandwich space in the renovated food service area in the EMU, the Marketplace was envisioned as a food booth area that would change daily and be similar to the food booths in Eugene's Saturday Market area. The Marketplace RFP stated that the University was looking for five established and recognized Marketplace Booth concepts to be part of the EMU food service program. Each booth would operate one day per week with a lunch time operation, identified initially as 10:00 a.m. to 2: p.m.,

Monday through Friday. Each contractor was expected to offer a modest number of menu items with a focus on quick service. Beverages product and equipment were to be provided by the University and served by the contractor at prices established by the U of O. Space was to be provided in the EMU. The contractor was expected to serve and prepare made to order food and beverages and receive and prepare take-out orders with a menu of light, fresh, healthy, hot and cold, meat and vegetarian food which should include food with an international flair or ethnic food. Food was to be made fresh daily and assembled to order. It should reflect some items of local appeal and the menu was to be rotated for seasonality and variety. The contract was to be for one year with the University having the ability to extend the contract for two one year periods without going through the RFP process. The contractor was to finance all speciality or proprietary equipment, furnishings and signage not provided by the EMU. All proprietary equipment and decor would be subject to approval by the EMU and the "UO's standards established for the development of professional retail food service facilities, including the use of decorative materials, finishes, and graphics."[95]

The Marketplace RFP indicated that the EMU would be responsible for financing the remodeling, basic equipment and furnishing costs to establish the Marketplace. The University would also provide light, power, cold and hot water, heat, and garbage removal. In return, the contractor was to pay the EMU a base monthly rent plus a monthly commission rate that was a percentage of monthly gross sales of all campus sales including phone orders.[96]

In late October 1996, Miller informed the EMU Board that later that month or early in November the EMU would be inviting a set number of Saturday Market vendors to visit the Fountain Courtyard to allow them and the University community to try out the EMU as a potential indoor option in the new Marketplace space in the renovated food service.[97] In early November 1996, Miller announced to the EMU Board that it was important to get as many people as possible to lunch in the EMU Courtyard on November 6th and 7th, when the EMU would host potential lease holders for the new Marketplace concept. He noted that the vendors might bid to pay the EMU to provide food in the renovated food service. He mentioned that the busier they were the more likely they would bid to be in the

EMU, resulting in better bids. Additionally, it would give the Board a chance to review which of the potential vendors they might select.[98]

One of the first proposals received for the Marketplace was one from India House, a Salem, Oregon based firm, that had been successful at the Eugene Saturday Market for 11 years, as well as a participant in the EMU Folk Festival, the ASUO Street Fair, the Oregon Country Fair and other local events and in Salem, Newport and Corvallis. They emphasized on site food preparation so that customer could see and smell the food, use of recyclable materials and a varied menu. Their initial menu would include chicken curry, vegetable curry, chicken Thripthi, vegetable Thripthi, chicken noodle, vegetable noodle, and Chai (Indian tea). They noted that they used all natural ingredients and they did not use MSG, and their vegetarian foods were truly vegetarian. They agreed to pay the EMU $125 per month rent and 11.5% of gross sales.[99]

Ritta's Burritos, which opened in the Eugene Saturday Market in 1978, proposed to take one day in the Marketplace, noting that she had booths at the ASUO Street Fair for many years as well as at many other festivals and events. Her proposal indicated that Ritta's Burritos had "established an excellent reputation for delicious, fresh food, generous portions, great service and affordable prices."[100] The proposal noted that all ingredients were the freshest most flavorful available and that menu items would be made to order in view of the customer. Ritta agreed to pay the EMU a flat monthly rent of $125 and 5% of daily gross revenue.[101]

On November 13, 1996, Jeff Stanton and Richard Treff proposed on behalf of their business, Bento Brothers, to provide a Japanese concept based on bento box lunches sold in trains and train stations all over Japan. Their bento consisted of steamed rice, steamed fresh vegetable mix, and the choice of chicken breast meat or tofu. The also offered a variety of sauces to enhance their product. They proposed to pay the University a 7% commission on gross sales on Tues., Wed., or Thursday, or 6% of gross sales on Monday or Friday, in addition to the $125 per month in base rent on the space.[102]

The above three contractors, India House, Ritta's Burritos and Bento Brothers were the first three approved to fill three of the five slots available for the new Marketplace. Racette reminded the EMU Board selection

committee that they still needed to fill two of the five spaces available and that she had received five new bids for the two spaces. The five bidders were Tom's Teahouse (10% of gross), Kenneth Yi "Noodle, Etc." (10% of gross), Sheilagh Ernest "Chef Sheilaghs Gourmet Pasta" (between six and 12 % of gross), Govindas (3% of gross) and Samurai Duck (15% of gross).[103] [The committee ultimately selected Noodle, Etc.(later renamed Orient Express) and Samurai Duck to fill the final two spaces.]

Samurai Duck proposed that they would offer a menu of authentic Japanese foods and other dishes that had been more or less naturalized in Japan. They indicated that they would have a qualified sushi chef to make sushi and other equally qualified staff. Samurai Duck was first conceptualized in July 1995, made its first catering event at the U of O in December 1995, and began selling food items in the EMU in 1996 and had established accounts with the Daily Grind in the Knight Library. In addition, they had traditionally had booths at the ASUO Street Faire and the Asian Festival, etc. They were prepared to pay the EMU 15% of gross sales and $1,500 in annual rent[104]

Ken and Ruth Yi proposed to operate a Marketplace Booth that would specialize in Asian noodle and rice dishes, similar to noodle shops across Asia. They proposed to offer a 10% commission on monthly sales or the average of the highest and lowest percentage of the other food booths. They would serve chow fun, udon, fun see, hausame and pad thai made from rice flour and also prepared with a variety of vegetables and meats. Dry noodle dishes would be served on a plate and wet noodle dishes served in a bowl. Other featured menu items would be the rice bowl, which was gaining popularity in California.[105] This Marketplace Booth was later renamed the Orient Express.

These five booth concepts completed and signed one year contracts with the EMU, and were ready to begin serving customers when the renovation project was completed in the fall of 1998.

1% for Art

In August1997, OSSHE informed Ellen Flacker of the Oregon Arts Commission that the University had selected the individuals who would serve on the 1% for Art Committee for the EMU renovation project. The

estimated direct construction budget was $3,000,000 at that time, which produced an art budget of $30,000, minus OAC's administrative cost of 10% leaving a remaining budget of $27,000 for design proposals and art work.[106]

The Oregon Arts Commission held its presentation meeting for the 1% for art project for the EMU renovation project with artists Lonnie Feather, Benson Shaw, Brian Swanson and John Rose making presentations to the Art Selection Committee. Following presentations by each artist, the committee held an executive session to discuss the artists' materials and concepts and made their recommendations for the selection of artists.[107]

Brian Swanson of Kirkland, Washington was selected for the design and fabrication of a seating sculpture at a total fee of $4,250.[108] Lonnie Feather, glass artist from Portland, Oregon was selected for several glass pieces, including a window near the west exit in the Fishbowl and glass wall blocks on the east wall of the Coffeehouse, for a total fee of $21,250.[109]

All of the glass work was designed as a part of the fabric of the architecture of the renovated spaces.

Opening of the Renovated Spaces

The August 4, 1998 *Oregon Daily Emerald* announced that the EMU basement and the Fishbowl had reopened and all of the spaces had new names. The lower level coffee house was now The Buzz, and the bakery and quick coffee bar in the Fishbowl were named The Greatful Bread.[110] Also open on the lower level, across the corridor from The Buzz, was the convenience store, now called Erb Essentials.[111] Miller was quoted in the *ODE* as saying that the crew and staff would be taking the next six weeks to smooth out the rough spots in the renovation and said, "We have 101,000 finishing touches."[112] The same *ODE* article noted that the recreation center with its billiards and arcade area were also finished and open [no longer with a bowling alley], as well as the new location of the copy center and the new student offices that were created as a result of the lower level remodeling.[113]

The *ODE* again carried an article about the opening of the renovated spaces in the EMU in the September 21, 1998 issue at the beginning of

the fall term. In that article, the goals of the renovation were discussed, including the use of the survey of campus needs and desires, and the theories behind much of the remodel. Racette was quoted as saying that the renovation had turned out to be what the surveys said the campus needed and that the renovation should put the EMU on a more stable financial footing. She said, "I am overjoyed. This has been needed for a long time. Judging from people's reaction, it seems to be very popular."[114]

Rebecca Huntington, writing in the September 29, 1998 issue of the *Register Guard*, noted that students had not hesitated to try out their new spaces at the EMU. She said, "They napped, studied and conversed on the concrete tiers of the new amphitheater entrance. They sipped lattes on overstuffed couches at the Buzz coffee shop. And they filled their lunch trays with vegetarian entrees, deli sandwiches and baked goods from new eateries."[115]

Perhaps one student said it all when she was quoted in the *ODE* on September 30, 1998. Returning student Michelle Turner, found reading in the Fishbowl, said "It was worth every penny and every day that was spent doing this."[116]

The Facilities Services Project Acceptance Notification, dated Jun 10, 1999, indicated that the EMU Food Service and Recreational Facilities Remodel project, which was begun on November 25, 1996 was completed on March 24, 1999 with a final contract value of $3,839,484, with the final total cost of the entire project including design services, project management, project inspection, works of art, asbestos abatement, etc. of $4,519,911.[117]

EPILOGUE

Celebration Luncheon

The end of the first 50 years of the Erb Memorial Union at the University of Oregon coincided with the end of the 20th century. As the EMU approached the fall of the year 2000 and its 50th anniversary, it was decided to celebrate by inviting the classes of 1951 through 1954 to participate in a luncheon, hosted by the Alumni Association and the EMU, during class reunion time on commencement weekend, 2001. The luncheon was held in the Taylor Lounge, catered by the Housing Department, and attended by nearly 100 members of the first four classes to use the new student union building. Tours of the newly renovated EMU were held before the luncheon for all who wished to participate. Short speeches were given by Richard C. Williams, the first EMU director and Adell McMillan, the fourth EMU director, and the program was MC'd by Dusty Miller, the current EMU director. President Dave Frohnmayer gave the keynote address at this celebration luncheon. It was especially delightful that several early staff, who had been hired by Williams, including former Program Directors Olga Yevtich and Sandra Price Rennie, were able to attend the luncheon and renew old acquaintances and talk with former students and staff.

Fund Raising Campaign

In addition to the spring luncheon in 2001, the EMU initiated a small fund raising effort to support several new projects in celebration of its 50th anniversary. In a letter signed by Clyde Fahlman '53, a former chair of the Student Union Board, alumni were invited to send gifts in support of four specific projects: expansion of the Adell McMillan Endowment for the EMU Permanent Art Collection to ensure perpetual expansion

and curatorship of the collection: renovation of the International Lounge (the former Browsing Room) for use as an international resource center; the creation of student leadership workshops and training opportunities; and the addition of new computer software and hardware to provide students access to current technology. The letter noted that because the EMU was funded almost entirely from student fees, it was a constant challenge to provide high quality service while keeping student expense affordable. It also gave individuals the opportunity to give unrestricted gifts to the EMU general fund.[1] This fund raising effort raised approximately $6,000 in total.

Looking to the Future—2000 and Beyond

Because the research for this book on the 50 year history of the Erb Memorial Union went on until late in 2001, several additional events and happenings were known and it seemed appropriate to at least make mention of a few of them that would have lasting effects on either the EMU building or the programs and activities of the EMU.

In the fall of 1999, phase one of the much anticipated and needed recreation center for the use of the entire campus community opened on time and on budget. Funded by student fees and some state funds, the building housed a much enlarged weight room, courts for basketball, volleyball, racquetball, etc., a climbing wall, an elevated running track and a juice bar. The center construction involved the renovation of Esslinger Hall and Leighton Pool and a large addition of new construction to the east of Leighton Pool, all at a cost of $18 to $20 million. Additionally, an artificial turf playing field would open later in fall term to the east of the rec center. Phase two of the project would involve the construction of a new indoor tennis center and the refurbishment of the older racquetball courts. The architecture of the new construction was designed to complement other structures on the campus, and included a large glass entryway and outdoor fountain.[2] It is interesting to note that John Lawless, one of the architects on the project, indicated they were particularly sensitive to the architecture of the EMU, the other center of student activity on the campus, specifically in the design of the bay windows on the 15th Street side of the new construction. It should also be noted that the newly

renovated Recreation Center in the EMU was now called The Break, so as not to be confused with the new rec center.

This new rec center was also the culmination of the dreams of many, but in particular, Sandra Vaughn, EMU club sports director, who began speaking of the need for such a facility 20 years earlier. The availability of additional indoor playing courts and the new outdoor playing field were a real boon to the Club Sports program and alleviated to some extent the long time need for additional space. Additionally, the inclusion of the indoor climbing wall had been a long time dream of the Outdoor Program.

Regarding the EMU Food Service, though the new lease operations were mostly financially successful, the EMU self-operated venues were not as financially viable in the late 1990s. However, by June 2000, Dusty Miller, EMU director, was able to announce that those venues had turned red ink into black, with a total income of approximately $1.2 million dollars. With the re-evaluation of such things as fixed and variable expenses, etc., and some staff changes, the self-operated food services, which included the Erb Essentials Convenience Store, the Buzz Coffeehouse, the Greatful Bread, the Daily Grind, the Atrium Café, the Hearth Café and the Dreyer's Cart, were now on the black side of the ledger.[3]

A note about the Buzz Coffeehouse, the newest addition to the EMU floor plan, is fitting. By fall of 2000, it had become a very special venue for both student work in the visual arts as well as performance art. Open mic nights featuring poetry, solo performances, and group performances were scheduled regularly, giving performers an opportunity to gain experience in a relaxed atmosphere. Additionally, it served as an important food service concept, complimenting the rest of the services provided by the EMU.[4]

In October 2000, the EMU Child Care and Development Centers (CCDC) celebrated their 30th anniversary as a program specifically designed to serve the needs of University students and faculty. Offering services to children between the ages of 12 months and six years, CCDC now included seven nationally accredited child care sites. By 2000, CCDC was even serving some "second generation" student parents, i.e. parents who had been children in child care at a CCDC site, who now had children of

their own taking advantage of a CCDC program.[5] Additionally, CCDC could look forward to its long dreamed of new modular facility. Funded from student building fee funds from the Oregon University System, it would be located on the corner of 17th and Moss Street, with construction to begin in the Spring of 2003.

In the spring 2000 ASUO election, a Ballot Measure was placed on the ballot to increase the incidental fee by $1.00 per student per term for a period of two years in order to generate $50,000 so that the Office of International Education and Exchange could purchase books, supplies, periodicals and equipment to establish and staff an International Resource Center in the EMU International Lounge. The measure noted that 10% of U of O students were from other countries,14% of the student body studied abroad and other students traveled abroad.[6] The ballot measure passed and on January 25, 2001, the International Resource Center held its grand opening in the EMU International Lounge. Staffed by Anne Williams, a retired foreign service officer who spent 20 years in Africa, the center allowed the campus community to acquire international resources in one place on campus. In addition to international periodicals and newspapers, the new resources in the center included computers for international travel Web sites and international news, and a donated big screen television.[7]

Two additional refurbishment projects took place in 2001 and 2002. A much anticipated project in the Taylor Lounge was completed that included new rugs, new upholstery, new end tables and lamps, and the purchase of an oil painting by Eugene Artist Margaret Coe, added to the EMU permanent art collection and hung over the fireplace mantel in the Lounge. The second project was finally the refurbishment, the first since the rooms were constructed as a part of the 1963 addition to EMU, of the River Rooms (originally the 100 series and then the Cedar Rooms) including carpeting, new window treatments, wallpapering, photographs depicting the river for which each room was named, and all new comfortable chairs and conference tables.

A word should be said about some key staff retirements that occured in the late 1990s and 2000 through 2002. Gayle Johnson, long time Personnel/Payroll Officer, took advantage of an early retirement opportunity and moved to Eastern Oregon. Tom Urban, the first and only

Craft Center coordinator, also took advantage of early retirement, in June 2001. His position was filled, after a national search, by his long time assistant Diane Hoffman. And in June 2002, Susan Racette, associate director/business manager since 1988, also retired. Her position was filled, again following a national search, by Phyllis Jenkins, who came from a business manager position at a community college in Montana. Additionally, after leaving the position vacant for some time, John Costello was hired to be the new Food Service director, responsible for all of the EMU self-operated units. Costello came to the EMU from the private sector, having been the owner of a local restaurant.

With some nostalgia, many, including this author, witnessed the removal in 2001 of the Dana Boussard hanging soft sculpture from the skylight area of the 1974 east addition of the EMU. The piece had become faded from being subjected to years of UV rays, which were not good for nylon, and though liked by some had been a subject of some dislike over the years. By chance, Boussard, who resides in Montana, happened to be in Eugene a few days before it was moved to storage. She noted that the piece seemed to shout out its roots in the 70s and that it was definitely a period piece. According to an article in the *Oregon Daily Emerald*, one student, a graduating senior, could care less when it was created—he loved it either way. Leaning over the balcony, he said, "I'm going to miss it already."[8]

It seemed entirely fitting to end this history with the fact that the EMU was entering the 21st century age of the wireless computer and the age of solar energy. Imagine a student sitting down at a table in the lower level of the EMU, powering up his or her laptop computer and as soon as the screen lights up is able to send e-mail or search the Web. In the late fall of 2000, that is exactly what any student who had purchased a wireless card for their computer at $100 was able to do. What eventually would be the standard for the U of O began only in the EMU and the atrium of Willamette Hall.[9] So again, as had been so often the case, the EMU had set the standard.

In the spring of 2001, the ASUO Executives created what they called the "100,000 Bucks for Ducks" campaign. They sought to acquire the best student idea for how best to spend $100,000 of overrealized income from incidental fees acquired from higher-than-expected student

enrollment over several years. From 41 proposals, the ASUO selected a project suggested by Jocelyn Eisenberg, an architecture graduate student, and Ben Gates, a senior architecture major, to produce and install solar panels on the EMU roof to provide the building with renewable, clean energy.[10] In June 2002, 18 solar panels atop three 12-foot poles were installed on the deck over the concourse between the older and newer portions of the EMU. Each panel was able to generate 165 watts, with the whole array producing almost three kilowatts of power.[11]

Finally, in 2003 as this history was about to be published, the EMU completed a master planning project looking towards its facility needs over the next many years and culminating in plans for a major renovation/addition at an estimated cost of 29M, again looking to provide for the needs of the University community—a common ground.

ACKNOWLEDGMENTS

The research for this book would have been impossible without the support and assistance of the staff in the University of Oregon's Knight Library Department of Special Collections and University Archives. From the beginning, Sharla Davis, archives assistant, made herself available to my every request and question—a very special thank you to her. Thanks also to Susan Storch, former University archivist, Heather Briston, University archivist, Bernie McTigue, former head of Special Collections and University Archives, James Fox, head of Special Collections and University Archives and Lesli Larson, supervisor Image Services Center.

Special thanks to Dick Williams, Dick Reynolds and Frank Geltner for their willingness to participate in oral history interviews that provided very helpful additional information.

The history would not have been remotely possible without the moral and financial support from the Erb Memorial Union and all its staff. My special thanks to Dusty Miller, EMU director, for his encouragement and for reading the draft and providing much assistance in getting it down to a reasonable length! Thanks to Susan Racette, former EMU associate director, for sharing space in her office for over a year, while I searched the files stored in the EMU, and for patiently allowing me to interrupt her work to ask clarifying questions. Many thanks to Virginia Anderson for hundreds of lunchtime conversations over these last several years. Finally, heartfelt thanks to my marvelous editor, Lee LaTour, EMU marketing director, who spent hours on her own time going over two full drafts, first copyediting and then editing for content. I could not have done it without her expertise, suggestions, guidance and good counsel.

I would be remiss if I did not acknowledge the support and love of my extended family, who offered much encouragement throughout the project—especially, Carolyn, John, Paula, Bob, Patty, Greg and the children!

ENDNOTES

Abbreviations

The collections in which cited materials are found are referred to in these notes by the following acronyms:

UOA University of Oregon Archives
EMUA Erb Memorial Union Archives

Chapter I

1 Edith Ouzts Humphreys, *College Unions: A Handbook on Campus Community Centers*, (Ithaca, NY: Assoc. of College Unions, 1946) 11-12.

2 Porter Butts, *The College Union Idea*, (Stanford, CA: Assoc. of College Unions—International, 1971) 9.

3 Porter Butts, *The College Union Idea*, (Stanford, CA: Assoc. of College Unions—International, 1971) 9.

4 Humphreys, 18-19.

5 Ibid., 20.

6 Ibid., 18.

7 Ibid.

8 Ibid., 21.

9 Ibid., 23.

10 Irwin C. Harris, *More Than a Building—the MU at OSU*, (Corvallis, OR: Benton Printers, 1984) 13, 37, 51.

11 Ibid., 7.

12 Lamar Tooze, '16, "University's Campaign for Gifts," *Oregana*, Vol. 16, (Eugene, OR: Assoc. Students of Univ. of Ore., 1924), 16:27, UOA.

13 *Oregana*, Vol. 17 (Eugene, OR: Assoc. Students of Univ. of Ore., 1925), 17:127, UOA.

14 Paper on the history of the Student Building fee, author and date unknown, using information from the files of the *Oregon Daily Emerald*, 1922, 1923, 1924, and 1925, UOA.

15 Ibid.

16 Anita Johnson to Arthur S. Flemming, October 18, 1962, 2-3, UOA.

17 Ibid.

18 Ibid, 3.

19 Ibid.

20 Henry D. Sheldon, *History of the University of Oregon*, (Portland: Binfords & Mort, 1940).

21 Johnson, referencing material she had taken from a letter by Charles D. Byrne, acting secretary of the State Board of Higher Education, to Attorney General VanWinkle of the State of Oregon, dated February 7, 1934, 4-5.

22 "History of Development of Present A.S.U.O. Setup," paper, author and date unknown, found in a 1953-54 file called ASUO History, 1.

23 Johnson, 6.

24 J. O. Lindstrom to Donald M. Erb, February 16, 1940, 1-2, UOA.

25 Johnson, 13.

26 "History of Development of Present A.S.U.O.," etc., 1. Another source (endnote #9) on this same information would lead the reader to believe that there was no actual vote was taken, but that rather President Boyer announced that he was going to propose to the State Board of Higher Education that the president be responsible for the well-being of the activities of the Associated Students.

27 Ibid, 1-2.

28 Ibid.

29 Ibid, 3.

30 Ibid, 3-4.

31 Johnson, 8.

32 Lindstrom, 3.

33 Herb Penny to Gerald Bogen, November 3, 1972, 2, UOA.

34 Johnson, 10.

35 Ibid.

Chapter II

1 ASUO Executive Council Minutes, April 3, 1939, 1, UOA.

2 *Oregana*, 1945, 168, UOA.

3 ASUO Executive Council Minutes, April 21, 1939, 1, UOA.

4 ASUO Executive Council Minutes, May 24, 1939, 1, UOA.

5 This $22,000 note was held by the Alumni Holding Company. It was for money owed to it by the Associated Students of the University of Oregon—60% was a debt of the Athletic Board and the remainder a dept of the Associated Students. Lindstrom estimated that if the Athletic Board paid $3,000 per year for four years and the Educational Activities Board paid $2,000 for four years, those payments could go into the Student Union Building Fund of the Alumni Holding Company, and at the end of four years would be available to retire a bond issue for a student union building. Lindstrom, J. Orville, "Analysis of Possible funds Available for a Student Union Building at the University of Oregon," April 3, 1939, 3, UOA.

6 Ibid., 1.

7 Ibid., 2.

8 Ibid., 4.

9 Annual report of the Educational Activities Board to the President of the University of Oregon, July 1, 1938 to June 30, 1939, 2, UOA.

10 Richard C. Williams, interview by author, Eugene, OR, October 14, 1996, 5.

11 Annual Report of the Educational Activities Board, 1938-39, 4.

12 Ibid., 6.

13 Ibid., 7.

14 Williams interview, 6.

15 Ibid., 3.

16 Educational Activities Board Minutes, March 13, 1946, 1, UOA.

17 Educational Activities Board Statement of Expenses, July 1 1943 to March 11, 1944, UOA.

18 "Plans Materialize for Student Union," *Oregana*, 1944, 178, UOA.

19 Ibid.

20 Ibid.

21 Ibid.

22 Ibid.

23 "For War and Peace the University Made Plans," *Oregana*, 1945, 19, UOA.

24 "Student Union Committee," *Oregana*, 1945, 168.

25 "State Board of Higher Education," *Oregana*, 1946, 21, and "Educational Activities," *Oregana*, 1946, 170, UOA

26 Williams interview, 14.

27 "Donald Erb Hoped for SU at Oregon," *Oregon Daily Emerald*, November 3, 1950, p. 1.

28 *Oregana*, 1944, 9.

29 "The Organization of a Office of Supervising Engineer," Paper, June 1945, 1, UOA

30 Williams interview, 7.

31 "Student Union," *Oregana*, 1946, 172.

Chapter III

1 Williams interview, 9.

2 Ibid.

3 Educational Activities Board Minutes, March 13, 1947, 1, UOA.

4 Williams interview, 9.

5 George L. Hall to Harry K. Newburn, January 23, 1946, UOA.

6 Educational Activities Board Minutes, February 19, 1946, UOA.

7 Earl M. Pallett to Various Faculty and Staff Members, May 3, 1947, UOA.

8 "A Student Center for Old Oregon," Brochure, 1947, UOA.

9 "Erb Memorial Union Building—Erb Memorial Union Appeal." Brochure,1947. UOA.

10 Ibid.

11 Ibid.

12 "A Student Center for Old Oregon,"1947.

13 Ibid.

14 "Erb Memorial Union Building," 1947.

15 Ernest Haycox, "Student Union Campaign," speech delivered April 24, 1947, 1. UOA.

16 Ibid.

17 Ibid., 2.

18 Haycox to Campaign Workers, Special Bulletin, June 2, 1947, UOA.

19 MacGregor to President ASUO c/o Les Anderson, telegram, April 22, 1947, UOA.

20 John MacGregor to Dear Friend, date unknown, c. 1947, UOA.

21 Pledge Records, 1947, UOA.

22 Richard C. Williams to J. O. Lindstrom, May 20, 1947, UOA.

23 Educational Activities Board Minutes, May 29, 1947, UOA.

24 "A Home for Homecoming," *Oregana*, 1947, 45, UOA.

25 Thomas F. Gunn to Ernest Haycox, March 15, 1947, UOA

26 "Student Union," *Oregana*, 1947, 108, UOA.

27 "Educational Activities Board, *Oregana*, 1947, 109, UOA.

28 Educational Activities Board Minutes, November 12, 1946, UOA.

29 H. W. Wessinger to Ernest Haycox, August 11, 1947, UOA.

30 Erb Memorial Union Pledge List of $1,000.00 or Over, date unknown, UOA.

31 H. K. Newburn to Ernest Haycox, August 12, 1947, UOA.

32 Ibid.

33 Ernest Haycox to Robert Bishop, October 8, 1947. Haycox and other Oregon alumni had set up a group called the Oregon Associates with two purposes: the first being the need to raise money for the student union building; and the second purpose to fill a long range need of the University to have friends around the state who support the University in a general sense. They felt that the University could often not legitimately fight for itself, and that business people were needed who had both an interest in the success of the University and who had good practical judgement and whose words would carry some weight and conviction.

34 Ernest Haycox to Oregon Associates, October 6, 1947, UOA.

35 Ernest Haycox to U of O Portland Area Alums, Fall 1947, UOA.

36 Earl M. Pallett to Ernest Haycox, R. C. Swank, R. C. Williams and Will V. Norris, March 19, 1947, UOA.

37 Statement prepared for display in the Erb Memorial Union Taylor Lounge, UOA

38 Statement prepared for display in the Erb Memorial Union Board Room, UOA.

39 Agreement signed between Charles G. Howard and Susan T. Howard and the University of Oregon, June 15, 1948, UOA.

40 Statement prepared for display in the Memorial Music Listening Room, UOA.

41 Agreement signed between A. Orville Waller and Sara A. Waller and the University of Oregon, August 23, 1948, UOA.

42 Statement prepared for display in the Colver Kemp Waller Memorial Committee Room, UOA.

43 Frederick M. Hunter to Harry K. Newburn, January 19, 1952, UOA.

44 Statement prepared for display in the Student Body President's Office, paraphrased from an article in the *Eugene Register-Guard*, August 21, 1945, UOA.

45 Agreement signed between Sigma Phi Epsilon and the University of Oregon, September 28, 1949, UOA.

46 "Memorials Honor Students, Friends," *Oregon Daily Emerald*, November 3, 1950, sec. 1, p. 2.

47 Agreement between Sigma Phi Epsilon and the University of Oregon, UOA.

48 Richard C. Williams to Charles D. Owens, December 23, 1947, UOA.

49 Williams interview, 9.

50 Arthur C. Johnson to Carolyn Robinson, December 1, 1949, 1-2, UOA.

Chapter IV

1 Williams interview, 8.

2 Richard C. Williams, "Planning a Union at Oregon, (paper presented at the annual conference of the Western Association of University and College Business Officers, 1947), 9, UOA.

3 Ibid., 10.

4 "Student Union," *Oregana*, 1948, 200, UOA.

5 "Consultation Corners, A New Feature," *The Bulletin of the Association of College Unions*, 16,no. 1 (1948), 5.

6 Richard C. Williams to Porter Butts, January 20, 1948, UOA.

7 Porter Butts to Richard C. Williams, January 29, 1948, UOA.

8 Williams to Butts, February 2, 1948, UOA.

9 H. Abbott Lawrence to Porter Butts, January 26, 1948, UOA.

10 Butts to Lawrence and Williams, February 12, 1948, UOA.

11 Williams interview, 11.

12 Richard C. Williams, "If I Were Planning a Union Again," *The Bulletin of the Association of College Unions*, 17, no. 1 (March 1949), 12.

13 Williams to Butts, July 20, 1948, UOA.

14 Educational Activities Board Minutes, October 12, 1948, 1, UOA.

15 Williams to Butts, October 22, 1948, UOA.

16 Williams to Butts, October 11, 1948, UOA.

17 Notice of Appointment, Oregon State System of Higher Education, Novmeber 3, 1948, UOA.

18 Dan Wyant, "Making bricks in Eugene in the early days," *Lane County Historian*, (Summer 1996), 53-54.

19 "Erb Memorial Union Building—Erb Memorial Union Appeal," a brochure, (1947), UOA.

20 Lyle M. Nelson to Ernest Haycox, October 6, 1947, UOA.

21 "Student Union," *Oregana* (1949), 111, UOA.

22 Official Statement of the Oregon State Board of Higher Education Concerning $1,900,000 University of Oregon Student Union and Athletic Facilities Bonds, Bids to be Received at 2:00 p.m., October 6, 1948 at the Benson Hotel in Portland, Oregon, 13, UOA.

23 Adell McMillan, "Album of College Union Architecture," in *College Union Seventy-five Years*, ed. McMillan and Nancy Davis, (Bloomington, Indiana: Association of College Unions International, 1989), 163.

24 Ibid., 152-163.

25 Williams interview, 26.

26 Ibid.

27 "Memorials Honor Students, Friends," *Oregon Daily Emerald*, November 3, 1950, sec. 1, p. 2.

28 Williams interview., 27.

29 Steve Miller to Adell McMillan, September 27, 1976, UOA. Miller had researched the history of the YMCA on campus, utilizing the University Archives, a memorandum to President Newburn from Richard C. Williams, dated April 6, 1949, and an interview with retired Dean of Students, Donald M. Dushane.

30 Harry K. Newburn to I. I. Wright, August 25, 1950, UOA.

31 Williams interview, 28.

32 *Specifications, General Contract, Erb Memorial Union Building*, (Eugene, Oregon: University of Oregon, August 16, 1948), EMUA.

33 "Oregon Building this Fall at $1.20 per Cubic Foot," *The Bulletin of the Association of College Unions*, 16, no. 3 (October 1948), 7.

34 *The Erb Memorial Student Union*, (booklet, University of Oregon, 1951), 3, UOA.

35 Williams to Porter Butts, a telegram, October 8, 1948, UOA.

36 "Student Union," *Oregana* (1949), 111, UOA

37 "Administration," *Oregana* (1949), 23, UOA.

38 "Student Union," *Oregana* (1949, 111, UOA.

39 Williams to Butts, November 12, 1948, UOA.

40 Change Order #G-39, Lawrence, Tucker & Wallmann, Architects, July 28, 1950, which included a redraw of plans revision in November 1948, a revision in December 1948, and a revision in March 1949, UOA.

41 *Specifications. Erb Memorial Union Building*, (Eugene, Oregon: University of Oregon, August 16, 1948), Div. 1706, EMUA.
42 Ibid., Div. 2243.
43 Ibid.
44 Williams interview, 24.
45 Lawrence, Tucker & Wallmann, Architects, "U. of O. Erb Memorial Union Building—Statistics," (1951), 1-2, UOA.
46 Karl W. Onthank to Harry K. Newburn, February 6, 1950, UOA.
47 Lawrence, Tucker & Wallmann, "Building Statistics," (1951), UOA.
48 Williams interview, 24.
49 Richard C. Williams to Mrs. Howard Taylor, October 24, 1949, UOA
50 Harry K. Newburn to the file, August 13, 1948, UOA.
51 Richard C. Williams to Harry K. Newburn, January 18, 1949, UOA.
52 Richard C. Williams to Frederic Littman, September 30, 1949, UOA.
53 Littman to Williams, August 1, 1950, UOA.
54 Williams to S. W. Little, February 7, 1951, UOA.
55 Student Union Board Minutes, April 9, 1952, UOA.
56 Don Stevenson, "Spirit of the Region," (artist's description, University of Oregon, 1952),1- 4, UOA.
57 Ibid., 3.
58 Ibid., 5.
59 Sidney W. Little to Bob Mathews, June 12, 1951, UOA.
60 Richard C. Williams to Mrs. W. H. Oberteuffer, June 25, 1952, UOA.
61 Williams to Newburn, March 14, 1949, UOA.
62 "Erb Memorial Union. After 25 Years, A Dream Becomes a Reality on the University of Oregon Campus," a brochure, (1950), 3, UOA.
63 "Memorials Honor Students, Friends," Oregon Daily Emerald, November 3, 1950, sec. 1, p. 2.
64 Ibid.
65 Newburn to Williams, March 17, 1949, UOA.
66 Williams to Newburn, March 30, 1949 and Newburn to Williams, April 1, 1949, UOA.
67 Williams to Newburn, March 30, 1949 and Newburn to Williams, April 1, 1949, UOA.
68 "Wish of Class of 1912 to be Fulfilled With Moving of Seal to New Location," *Old Oregon*, (1950), UOA.

69 Ibid.
70 Ibid.
71 Ibid.
72 Richard C. Williams to Frank Nofke, September 27, 1950, UOA.
73 "News from the Building Front, The Status of Other Projects," *The Bulletin of the Association of College Unions*, 18, no. 1 (March 1950), 6.
74 Williams to Nofke, July 24, 1950, UOA.

Chapter V

1 Richard C. Williams to Porter Butts, October 11, 1948, UOA.
2 Williams to Harry K. Newburn, December 9, 1949, UOA.
3 Newburn to Williams, December 14, 1949, UOA.
4 Williams to Newburn, December 19, 1949, UOA.
5 Williams to Newburn, December 9, 1949, UOA.
6 Newburn to Williams, December 22, 1949, UOA.
7 Williams interview, 28.
8 Williams interview, 35.
9 Newburn to Williams, March 9, 1950, UOA.
10 Williams to Larry Davidson, July 5, 1950, UOA.
11 *Oregana*, (1951), 148, UOA.
12 Williams interview, 36.
13 Ibid., 37.
14 Williams to Phil Putnam, April 14, 1952, UOA.
15 University of Oregon Student Union and Educational Activities Operating Budget, July 1, 1951 to June 30, 1952, 5, UOA.
16 Bob Funk, "$2,100,000 Student Union Nears Completion," *Oregana* (1950), 200-201, UOA.
17 Yearly Report, Student Publications Board, University of Oregon, 1950-51, UOA.
18 Funk, "$2,100,000 Student Union Nears Completion," 200-201.
19 Williams to Porter Butts, October 11, 1948, UOA.
20 Williams interview, 12.
21 Williams interview, quoting from a speech he had given sometime in the 1950s, 13.
22 Olga Yevtich, "Report of the Erb Memorial Student Union Board and its Activities During the School Year 1950-51," (1951), 2, UOA
23 Ibid.

24 Bob Funk, *Oregana* (1950), 200-201, UOA
25 Ibid.
26 Yevtich, 3.
27 Ibid.
28 Richard C. Williams, "At Zero Hour Minus Ten, What Does A New Union Director Think About," *The Bulletin of the Association of College Unions*, 18, no. 3, (October 1950), 9.
29 Ibid.
30 Ibid.
31 Ibid.
32 *Oregana*, (1951), 50, UOA.
33 "SU Formal Dedication Set Tonight in Ballroom," *Oregon Daily Emerald*, November 3, 1950, sec. 1, p. 1.
34 Richard Williams to Porter Butts, August 9, 1950, UOA.
35 "SU Formal Dedication.," *Oregon Daily Emerald*, November 3, 1950, sec. 1, p. 1.
36 SU Dedication Banquet Guest List, November 3, 1950, 1-2, UOA.
37 Catering Application and Agreement, Erb Memorial Student Union, October 30, 1950, UOA.
38 Porter Butts, "What A Union Is For," speech delivered November 3, 1950, 1-2.
39 Ibid., 2-3.
40 Ibid., 4-5.
41 Ibid., 6.
42 Richard C. Williams to Porter Butts, October 10, 1950, UOA.
43 "Dedication of Erb Memorial Union, November 3, 1950," a radio script, 1, UOA.
44 Ibid., 2.
45 Ibid., 2-3.
46 Ibid., 3.
47 Ibid.
48 Ibid., 4.
49 Ibid., 5.
50 Ibid., 7.
51 Ibid., 8.
52 Ibid., 9.
53 Ibid., 10.
54 Ibid., 10-11.
55 Ibid., 11.
56 Ibid.

57 "SU—A Dream Come True," *Oregon Daily Emerald*, November 3, 1950, sec. 1, p. 2.
58 Ibid., p. 5.
59 Hank Panian '50, quoted in Paul Stieber, "Happy Birthday, EMU," *Alumni Insider*, 5, no. 11, (November 2000), 1.
60 Barbara Howard Martin '52, quoted in Paul Stieber, 1.
61 "Student Union, Campus Nerve-Center, Coordinates Oregon Activities, Offices," *Oregon Daily Emerald*, November 3, 1950, sec. 1, p. 3.
62 "SU—A Dream Come True," p. 5.
63 Ibid., p. 6.
64 Ibid., p. 7.
65 Ibid., p. 1, 9.
66 "Oregon Bonds are Now State Obligation," *The Bulletin of the Association of College Unions*, 18, no.4 (December 1950),

Chapter VI

1 "Blue Grass, Shrubs, Flowers, 1950 Tree To Surround Union," *Oregon Daily Emerald*, November 3, 1950, sec. 1, p. 8.
2 Olga Yevtich. "Report of the Erb Memorial Student Union Board and its Activities during the School Year 1950-51," 3, UOA.
3 Ibid., 11.
4 Ibid.
5 Ibid., 12.
6 Richard C. Williams to Ralph Hillier, January 12, 1951, UOA.
7 Yevtich, 12.
8 Ibid.
9 Yevtich, 13.
10 Ibid.
11 Ibid., 10.
12 Ibid., 14
13 Ibid., 15.
14 Ibid.
15 Ibid., 16.
16 Faculty Mixed Doubles Score Sheet, May 3, 1951, UOA.
17 Yevtich, 16.
18 Yevtich, 16.
19 Ibid., 5.

20 "Student Union Board," *Oregana*, (1950), 201, UOA.
21 Yevtich, 6, 7, 8.
22 Ibid., 4.
23 Ibid., 8.
24 Ibid.
25 Ibid.
26 Ibid., 10.
27 Student Union Board Minutes, November 7, 1951, UOA.
28 Yevtich, 10.
29 Student Union Board Minutes, October 17, 1951, UOA.
30 Student Union Board Minutes, February 13, 1952, UOA.
31 News Release, end of school year, 1950-51, UOA.
32 Budget Document, 1951-52, September 26, 1951, UOA.
33 Ibid.
34 Budget Report, Professional Staff Paid on Salary Basis, Fiscal Years 1951-52 and 1952-53, UOA.
35 L. E. Davidson to Main Desk Employees, March 30, 1951, UOA.
36 Lindstrom to Williams, May 18, 1951, UOA.
37 Williams to Harry K. Newburn, May 14, 1951, UOA.
38 Paul B. Jacobson to Williams, December 27, 1950, UOA.
39 Charles D. Byrne to Harry K. Newburn, November 28, 1950, UOA.
40 Lindstrom to William C. Jones, February 26, 1952, UOA.
41 Williams to Ruth Coffey, Louie Bellisimo, Olga Yevtich and Gene Bailey, September 26, 1950, UOA.
42 SU Board Executive Committee Report, October 10, 1951, UOA.
43 Williams to Newburn, January 10, 1950, 1-2, UOA.
44 Erb Memorial Student Union Users of the Union Policy, November 28, 1952, UOA.
45 Statement of Policy of Catering Facilities of Erb Memorial Student Union for Non-University Groups, January 16, 1953, UOA.
46 "Scheduling and Assigning Facilities for Other Than Classroom Purposes," University of Oregon *Administrative Bulletin*, 4, no. 1 (1950), 1-2, UOA.
47 Williams to J. O. Lindstrom, September 8, 1950, UOA.
48 J. O. Lindstrom to H. P. Barnhart, September 19, 1950., UOA.
49 Williams to Leo Harris, September, 11, 1951, UOA.
50 Williams to Coffey, Davidson and Yevtich, January 22, 1951, UOA.

51 Sidney W. Little to Dr. Miller, January 31, 1951, UOA.
52 William C. Jones to James C. Koepke, March 11, 1959, UOA.
53 Main Desk Operating Manual (1950-51), 1-2, UOA.
54 Leo Deffenbacher to Williams, June 28, 1951, UOA.
55 Williams to Lindstrom, August 20, 1951, UOA.
56 Williams to Lindstrom, August 29, 1951 and September 10, 1951, UOA.
57 "Automatic Pin-Spotters Adopted," *The Bulletin of the Association of College Unions*, 19, no. 1 (March 1951), 8.
58 Louis Bellisimo to Williams, September 19, 1951, UOA.
59 Williams to Carl Hintz, August 19, 1949, UOA.
60 Hintz to Williams, August 30, 1949, UOA.
61 Williams to Hintz, September 3, 1949, UOA.
62 Hintz to Williams, September 9, 1949, UOA.
63 Hintz to Williams, September 15, 1950, UOA.
64 Nancy Bedingfield to Williams, April 26, 1951, UOA.
65 Williams to Bedingfield, May 22, 1951, UOA.
66 Lester E. Anderson to Tom Wrightson, July 23, 1953, UOA.
67 Sidney Little to B. F. Grahn, July 27, 1953, UOA.
68 Harry K. Newburn to Little, September 2, 1953, UOA.
69 Williams to Victor P. Morris, October 2, 1953, UOA.
70 Morris to Williams, October 9, 1953, UOA.
71 ASUO Senate Minutes, October 1, 1953, UOA.
72 Williams to Anderson and Little, October 2, 1953, UOA.
73 Little to Grahn, February 1, 1954, UOA.
74 Little to Lindstrom, Theodore Kratt, and Williams, February 9, 1954, UOA.
75 Campus Planning Committee Minutes, February 22, 1954, UOA.
76 Williams to Gus Bachofner, June 2, 1954, UOA.
77 Adell McMillan to Mrs. C. Philip Torrance, March 13, 1972, UOA.
78 Williams to Newburn, August 24, 1953, UOA.
79 Newburn to Williams, August 27, 1953, UOA.
80 A. L. Ellingson to I. I. Wright, November 1, 1954, UOA.
81 C. F. Heckers to Ellingson, July 13, 1955, UOA.
82 Ellingson to O. Meredith Wilson, June 10, 1955, UOA.
83 Ellingson to William C. Jones, August 13, 1956, UOA.
84 Physical Plant Drawing No. 56-59, July 13, 1959, UOA.
85 Williams interview, 50-51.

86 Ibid., 51.
87 Ibid.
88 Williams to Porter Butts, February 11, 1952, UOA.
89 Williams to Porter Butts, June 18, 1952, UOA.
90 Newburn to Williams, December 4, 1952, UOA.
91 Ellingson to Wilson, September 17, 1954, UOA.
92 Ellingson to Torney, April 8, 1955, UOA.
93 Ellingson to McMillan, May 23, 1955 and July 1, 1955, UOA.
94 Ibid., May 23, 1955.
95 McMillan to Ellingson, May 26, 1955, UOA.
96 Ellingson to McMillan, May 23, 1955.
97 Williams to Newburn, July 6, 1950, UOA.
98 Williams to Lindstrom, November 29, 1950, UOA.
99 *Oregana* (1953), 174-175, UOA.
100 *Oregana* (1954), 188-189, UOA.
101 *Union Crier*, 4, no. 1 (November 2, 1956), 2, UOA.
102 OSSHE Professional Staff Paid on Salary Basis, 1958-59 (April 16, 1958), UOA.
103 "Student Union," *Oregana* (1953), 169, UOA.
104 Notes, Program Office Files, Special Attractions (1955-56), UOA.
105 Ibid.
106 Performance Contract, February 27, 1957, UOA.
107 Performance Contract, February 23, 1957, UOA.
108 Advertizement, *Oregon Daily Emerald*, April 22, 1957, p. 3.
109 Notes, Special Attractions File (1957-58), UOA.
110 Student Union and Educational Activities Committee Minutes, March 9, 1959, UOA.
111 Student Union Board Minutes, January 23, 1952, UOA.
112 Ellingson to Bob Pollock, January 31, 1955, UOA.
113 Talent Committee Report, 1957-58, UOA.
114 Ibid.
115 McMillan to *Oregon Daily Emerald*, September 19, 1955, UOA.
116 Student Union Board Minutes, October 28, 1953, 1, UOA.
117 McMillan to University Editor, October 13, 1955, UOA.
118 McMillan to University Editor, October 31, 1955, UOA.
119 McMillan to University Editor, November 28, 1955, UOA.
120 Movie Committee Report, 1957-58, UOA.

121 Ibid.
122 Dance Committee Report, 1957-58, UOA.
123 Ibid.
124 "Art Exhibits Preview," Art Gallery brochure (1953), UOA.
125 Art Gallery Committee Report, 1957-58, UOA.
126 "Wagon Exhibition in SU Displays Builder's Skill," *Summer Sun*, no. 2, July 1, 1959, p. 2, UOA.
127 Ellingson to John Watson, October 27, 1959, UOA.
128 Coffee Hour Committee Report, 1957-58, UOA.
129 Creative Arts Committee Report, 1957-58, UOA.
130 Public Relations Committee Report, 1957-58, UOA.
131 Publicity Committee Report, 1957-58, UOA.
132 Personnel Committee Report, 1957-58, UOA.
133 Student Union Board Minutes, November 11, 1953, 1, UOA.
134 Ellingson to Louis Bellisimo, August 26, 1954, UOA.
135 Donald DuShane to O. Meredith Wilson, October 28, 1954, UOA.
136 Student Union and Educational Activities Budget Committee Minutes, January 6, 1955, UOA.
137 Student Union and Educational Activities Budget Committee Minutes, January 13, 1955, 1, UOA.
138 Ibid.
139 Ibid.
140 Student Union and Educational Activities Budget Committee Minutes, February 2, 1955, UOA.
141 Ellingson to O. Meredith Wilson, September 19, 1956, UOA.
142 Williams interview, 40-41.
143 Williams to Beth Fisher, December 6, 1948, UOA.
144 McMillan to Physical Plant, September 1955, UOA.
145 Williams interview, 41-42.
146 Williams interview, 40.
147 McMillan to Louis Jensen, September 19, 1957, UOA.
148 McMillan to University Editor, October 13, 1955, UOA.
149 McMillan to University Editor, February 7, 1958, UOA.
150 Williams to Fisher.
151 McMillan to Physical Plant.
152 McMillan to University Editor, May 2, 1958, UOA.

153 McMillan to Jensen, November 4, 1957., UOA.
154 Williams to Fisher.
155 Ellingson, "Oregon's Millrace," *ACU Region 11 Newsletter*, Spring 1956, 1, UOA.
156 Ibid.
157 ASUO Millrace Committee Report #2, October 1956, UOA.
158 Robert D. Horn and Si Ellingson to University Faculty, May 8, 1957, UOA.
159 J. O. Lindstrom to O. Meredith Wilson, May 27, 1957, UOA.
160 Lindstrom to Robert Finlayson, November 7, 1958, UOA.
161 Silk Screen Workshop Report (1957-58), UOA.
162 McMillan to Oregon Daily Emerald, February 18, 1957, UOA.
163 J. O. Lindstrom to A. L. Ellingson, May 27, 1959, UOA.
164 Ellingson to Lindstrom, May 27, 1959, UOA.
165 Charles D. Owens to Mrs. Tracy Johnson, June 11, 1951, UOA.
166 Williams, "Regional Conference Report," December 12, 1951, UOA.
167 Williams to Frank Noffke, September 25, 1953, UOA.
168 Andy Berwick to Noffke, Williams, McMillan, Vern Kinsinger and Linda Stohr, April 28, 1954, UOA.
169 ACU Region 11 Conference Steering Committee Minutes, May 11, 1956, UOA.
170 Don Jacky to All College Unions in Region 11, September 18, 1956, UOA.
171 Region 11 Traveling Art Exhibit Files (1956-57), UOA.
172 McMillan to Harriet Evans, February 6, 1957, UOA.

Chapter VII

1 Si Ellingson, "Student Union Awards Banquet," (May 1960), 1, UOA.
2 Ibid., 2.
3 Ibid.
4 Ibid., 3.
5 Ibid., 3-4.
6 "An End to Apathy," *Oregon Daily Emerald*, February 14, 1961, p. 2.
7 John Pbillips speech to the Student Union Board, October 28, 1960, 1-6, UOA.
8 Student Union Board Minutes, May 18, 1960, 2, UOA.
9 "Proposal for the Establishment of an Erb Art Collection," May 28, 1960, 1-2, UOA.
10 Student Union Board Minutes, October 12, 1960, 2, UOA
11 Student Union Board Minutes, October 26, 1960, 1, UOA.
12 Betsy Woods to various artists, 1961, UOA.

13 "UO Art Annual Slated May 1-20," *The Oregonian*, May 1, 1961, sec. 3, p. 1, UOA.
14 "SU Selects Art for Collection," *Oregon Daily Emerald*, May 2, 1961.
15 "Oregon Union," (program description, 1961), 1-2, UOA.
16 Ibid., 2.
17 Ibid.
18 Student Union Board Minutes, January 11, 1961, 1, and SU Forum Committee Report, January 1961, UOA.
19 Student Union Board Minutes, January 17, 1961, 1, UOA.
20 Student Union Directorate Minutes, February 28, 1961, 1, UOA.
21 Student Union Directorate Minutes, April 4, 1961, 1, UOA.
22 Student Union Directorate Minutes, May 16, 1961, 1, UOA.
23 Student Union Program Report, (1959-60), 11, UOA.
24 Games and Outdoor Activities Committee Report, (January 1961), UOA.
25 Games Committee Report, (1963-64), UOA.
26 "Chess Master's Visit Features Play, Lecture," *UO News Bulletin*, January 21, 1966, 3, UOA.
27 Student Activities Committee Minutes, January, 18, 1962, 1, UOA.
28 Report: Outdoor Recreation Council Review, (1963-64), UOA.
29 Ibid.
30 Ibid.
31 Ibid.
32 Ibid.
33 Ibid.
34 Ibid.
35 Ibid.
36 Jack Cross to Norv Ritchey, April 1, 1965, UOA.
37 Recreation Council Final Report, (1965-66), UOA.
38 "Oregon Bowlers Defeat All-Stars," *Oregon Daily Emerald*, February 10, 1964, UOA.
39 Janet O'Dell, "UO Rolls to Regional 1st," *Oregon Daily Emerald*, February 1965, UOA.
40 Recreation Council Final Report, (1965-66) UOA.
41 Ibid.
42 Ibid.
43 Student Union and Educational Activities Budget Committee Minutes, March 6, 1963, 2, UOA.

44 Erb Memorial Student Union Staff Meeting Minutes, November 14, 1963, 1, UOA.

45 Lease Agreement between Erb Memorial Student Union and George Korn, (January 9, 1963), UOA.

46 EMSU Staff Minutes, November 14, 1963, 1.

47 SU Forum Committee Final Report, (1965-66), 2-3, UOA.

48 Flyer, (February 25, 1967, UOA.

49 Forum Committee Final Report, UOA

50 Flyer, UOA.

51 Student Union Directorate Minutes, November 29, 1966, 1, UOA.

52 Student Union and Educational Budget Committee Minutes, December 6, 1962, 2, UOA.

53 Student Union Directorate Minutes, November 15, 1966, 1, UOA.

54 Student Union and Educational Budget Committee Minutes, May 5, 1962, 1, UOA.

55 Ellingson to Flemming, August 1, 1962, UOA. Flemming initialed his approval on the bottom of Ellingson's letter.

56 Little Concert Series List (1962-1964), UOA.

57 McMillan to Dorine Duval, March 23, 1963, UOA.

58 Student Union and Educational Activities Budget Committee Minutes, December 6, 1962, 2, UOA.

59 List of Special Attractions, (1962-1968), 1, UOA.

60 Ibid.

61 Ibid., 1-2.

62 "Photos by Waechter in Next SU Exhibit," *UO News Bulletin*, July 30, 1965, 1, UOA.

63 "Development of Artistic Talents Part of Job Corps Training," *UO News Bulletin*, March 4, 1966, 3, UOA. The University of Oregon had a contract with the federal government at this time to operate the Job Corp Training Center at Tongue Point, near Astoria, Oregon.

64 "New Gallery Exhibit Up," *UO News Bulletin*, March 11, 1966, 1, UOA.

65 "Medieval and Contemporary Art Seen in Campus Exhibits," *UO News Bulletin*, April 8, 1966, 3, UOA.

66 "Sixth Art Annual Exhibit Reception Scheduled." *UO News Bulletin*, April 22, 1966, 1, UOA.

67 List of Art Exhibits, (1966-67), UOA.

68 Dance Committee Final Report, (1965-66), 2, UOA.

69 SU Staff Meeting Minutes, September 24, 1964, 2, UOA.

70 Mary Hudzikiewicz to *Oregon Daily Emerald*, a press release, September 7, 1966, UOA.

71 Recorded Classics Committee Report, (1960-61), UOA.

72 Talent Committee Report, (1960-61), UOA.

73 SU Staff Meeting Minutes, March 8, 1966, 1, UOA.

74 Student Union Board Meeting Minutes, March 30, 1966, 2, UOA.

75 Films Incorporated, film confirmation, (June 6, 1960), UOA.

76 McMillan to Dorine Duval, October 12, 1960, UOA.

77 McMillan to Sid Long, November 23, 1960, UOA.

78 Movie Committee Film List, (1966-67), UOA.

79 McMillan to Audio Visual Department, August 16, 1960, UOA.

80 McMillan to Audio Visual Department, November 18, 1960, UOA.

81 McMillan to Audio Visual Department, February 22, 1961, UOA.

82 The World Around Us to McMillan, Fall 1963, UOA.

83 Ellingson to George Brittingham, March 29, 1960, 2, UOA.

84 Ellingson to SU Board, December 1, 1961, 1-2, EMUA.

85 Ibid., 2.

86 Ibid.

87 Ibid.

88 "Union Philosophy," SU Board Retreat, (October 5, 1963), UOA.

89 Student Union Board Minutes, October 30, 1963, UOA.

90 "Statement of Purpose," Erb Memorial Student Union and the Student Union Board, (October 30, 1963), UOA.

91 Keith Richard, "Oregon Trails," *Oregon Quarterly*, (Winter 1996), 52.

92 Ibid.

93 Ibid., from a photograph accompanying Richard's article.

94 Don Hamerquist to Student Body President, January 26, 1962, UOA.

95 Ellingson to Arthur S. Flemming, February 3, 1962, UOA.

96 Flemming to unknown, February 3, 1962, UOA.

97 Flemming, "Remarks Made to the Faculty," February 7, 1962,1,UOA.

98 Ibid.

99 Ibid.

100 Dan Pfaff, "11,000 Hear Gus Hall in Hayward Field Talk," *Oregon Daily Emerald*, February 13, 1962, sec. 1, p. 1.

101 Ibid.

[102] "The Gus Hall Affair—A Likely Nomination for Our Finest Hour," an editorial, *Oregon Daily Emerald*, February 13, 1962, sec. 1, p. 2.

[103] Ibid.

[104] ASUO Senate to Flemming, February 16, 1962, UOA.

[105] Ibid.

[106] Ken Metzler, *Confrontation. The Death of a College President*, (Los Angeles: Nash Publishing Co., 1973), 329.

[107] Ellingson to Dean William C. Jones, March 1, 1966, UOA.

[108] Personnel Committee Report (May 1959), UOA.

[109] Ibid.

[110] Traveling Photo Exhibit, Tentative Schedule, (1960-61), UOA.

[111] "Business of the Association," in *Proceedings*, ed. Joanna Broderick (Bloomington, IN: Association of College Unions—International, 1995), 67-69.

[112] A. L. Ellingson, "Campus Rebellion—1965—The Instant Mob," in *Proceedings*, (Stanford, CA: Association of College Unions, 1965), 39-43.

[113] ACU—I Region 14 Conference Schedule, (October 1966), 1-2, UOA.

[114] Marilyn Nelson to Mary Hudzikiewicz, October 24, 1966, UOA.

[115] Audit Report, Student Union and Educational Activities, (July 1, 1960 to June 30, 1961), EMUA.

[116] Audit Report, Student Union and Education Activities, (July 1, 1961 to June 30, 1962, EMUA.

[117] Ellingson to Flemming, October 28, 1963, 1, UOA.

[118] Ibid., 2.

[119] Phil Sherburne to Flemming, January 27, 1964, 1-2, UOA.

[120] Jack Cross to SU & Ed. Act. Budget Agency Representatives, December 8, 1966, UOA.

[121] Ellingson to Ted Reams, August 20, 1962, UOA.

[122] Barbershop Lease Agreement, (January 7, 1964), 1, UOA.

[123] Robert Henderling to Ellingson, September 1, 1965, UOA.

[124] Jack Cross to Dennis Gillet, September 7, 1965 and July 1, 1966, UOA.

[125] Ellingson to Lindstrom, August 3, 1960, UOA.

[126] Lindstrom to Ellingson, August 4, 1960, UOA.

[127] Ellingson to Lindstrom, January 25, 1965, UOA.

[128] Donald L. Thomas to W. N. McLaughlin, January 11, 1966, UOA.

[129] Student Union and Educational Activities Budget Committee Minutes, July 25, 1962, 1, UOA.

[130] Flemming to Lindstrom, July 30, 1962, UOA.

[131] Student Union and Educational Activities Budget Committee Minutes, December 6, 1962, 3, UOA.

[132] Student Union and Educational Activities Budget Committee Minutes, March 6, 1963, 3, UOA.

[133] Robert L. Bowlin to Dean Donald DuShane, May 3, 1965, UOA.

[134] Student Union Staff Meeting Minutes, February 25, 1965, UOA.

[135] Student Union Board Minutes, March 8, 1961, 2, UOA.

[136] Robert D. Clark to Flemming, September 25, 1963, UOA.

[137] Student Union Staff Meeting Minutes, December 12, 1961, 3, UOA.

[138] Student Union Staff Meeting Minutes, September 11, 1962, 2, UOA.

[139] James Morton to Flemming, February 26, 1964, UOA.

[140] Flemming to Morton, February 28, 1964, 1-2, UOA.

[141] Ibid., 1.

[142] Ellingson to Arthur A. Esslinger, October 27, 1960, UOA.

[143] Ellingson to Flemming, March 12, 1964, UOA.

[144] Oregon State System of Higher Education Notice of Appointment, 1965-66, (June 25, 1965), UOA.

[145] Ellingson to Rita Ferguson, Bill Sanford, Jack Cross, Odell Wood and Pat Wiley, October 8, 1964, UOA.

[146] New Faculty Member List (1960-61), UOA.

[147] Ellingson to Flemming, February 10, 1962, UOA.

[148] Ellingson to William C. Jones, April 17, 1963, UOA.

[149] A. L. Ellingson, "Proposal for Appointing An Additional Staff Member," rough draft, (1964-65), 1-4, UOA.

[150] Ibid., 1.

[151] Ibid., 2.

[152] Student Union and Educational Activities Budget Committee Minutes, May 5, 1965, UOA.

[153] Ellingson, "Proposal.", 3-4.

[154] Ellingson to Flemming, February 11, 1963, UOA.

[155] Student Union and Educational Activities Budget Committee Minutes, February 8, 1965, UOA.

[156] Jack Cross to Ellingson, August 20, 1964, UOA.

Chapter VIII

1 Andrew Berwick to various individuals, April 28, 1955, UOA.
2 Ellingson to O. Meredith Wilson, July 20, 1956, UOA.
3 J. O. Lindstrom to H. A. Bork, January 14, 1959, UOA.
4 Ellingson to Lawrence, Tucker and Wallmann, January 14, 1959, UOA.
5 Lindstrom to Bork, February 2, 1959, UOA.
6 Ellingson to Abbot Lawrence, March 4, 1959, UOA.
7 Ibid., 2.
8 George Wallmann to Ellingson, March 9, 1959, 1, UOA.
9 Lindstrom to Ellingson, January 13, 1960, UOA.
10 Ellingson to George Brittingham, March 29, 1960, 2, UOA.
11 Lindstrom to John Richards, March 1, 1961, 1, UOA.
12 Church, Newberry, Roehr & Schuette, Architects, to University of Oregon, February 21, 1961, 1-3, UOA.
13 Campus Planning Committee Meeting Minutes, February 14, 1961 and February 27, 1961, UOA.
14 Lindstrom to Richards, 1.
15 H. Abbott Lawrence to I. I. Wright, March 27, 1961, UOA.
16 Ibid., 2.
17 Lindstrom to Richards, May 10, 1961, UOA.
18 H. A. Bork to Lindstrom, June 14, 1961, UOA.
19 Lindstrom to Bork, October 18, 1961, UOA.
20 "First Addition, Erb Memorial Student Union," University of Oregon Business Office, (October 18, 1961), 1-2, UOA.
21 "Specifications, General Work, First Addition to Erb Memorial Union Building, University of Oregon," Newberry, Roehr and Schuette, Architects, H. Abbott Lawrence, Associated, Portland, Oregon, (October 25, 1961), EMUA.
22 Ibid, Division C.
23 Lindstrom to Bork, December 6, 1961, UOA.
24 Lindstrom to Bork, December 6, 1961, UOA.
25 Lindstrom to Roy Lieuallen, January 12, 1962, UOA.
26 Lindstrom to Bork.
27 Ellingson to W. C. Jones, July 27, 1961, UOA.
28 Student Union and Educational Activities Budget Committee Minutes, February 26, 1962, UOA.
29 Jones to Ellingson, March 1, 1962, UOA.

30 SU Staff Meeting Minutes, January 11, 1962, 2, UOA.
31 SU Staff Meeting Minutes, February 1, 1962, 1, UOA.
32 SU Staff Meeting Minutes, November 15, 1962, 2, UOA.
33 Ellingson to Lindstrom, June 6, 1958, 1, UOA.
34 Ibid., 2.
35 Ibid.
36 Ellingson to Lindstrom, May 25, 1962, 1-3, UOA.
37 Ellingson to Jones and Lindstrom, March 25, 1963, UOA.
38 Ellingson to Jones, January 19, 1966, UOA.
39 Ellingson to Jones, December 2 & 4, 1964, UOA.
40 Committee on the Future Minutes, February 25, 1965, UOA.
41 Ellingson to Committee on the Future, March 1, 1965, UOA.
42 "Questions on the Committee on the Future," (1963-64), UOA.
43 Ellingson to John Lallas, August 3, 1965, 1-3, UOA.
44 Ibid., 4.
45 Vertrees to Flemming, February 18, 1963, UOA.
46 SU Staff Meeting Minutes, November 14, 1963, 2, UOA.

Chapter IX

1 Jan M. Carlson, "The '60s," in *College Unions Seventy-five Years*, ed. Adell McMillan and Nancy T. Davis (Bloomington, IN: Association of College Unions-International, 1989), 49-54.
2 Ibid., 49.
3 Ibid.
4 Ibid., 50.
5 Ibid., 49.
6 Ibid.
7 Ibid., 50.
8 Ibid., 54.
9 "Director Named to Development Position," UO News Bulletin, April 29, 1966, 3, UOA.
10 A. L. Ellingson to Arthur S. Flemming, April 4, 1966, UOA.
11 William C. Jones to Donald DuShane, Henry Drummonds, Alice Kaseberg, James Morton, and Steven Schell, November 3, 1996, EMUA.
12 Jack Cross to Jones, May 19, 1966, UOA.
13 Jones to Ellingson, February 28, 1966, UOA.

14 Ellingson to Jones, April 6, 1966, 1-2, UOA.
15 Ellingson to Mary Hudzikiewicz, April 6, 1966, UOA.
16 Student Union Staff Meeting Minutes, July 7, 1966, 1, UOA.
17 Ellingson to Jones, April 6, 1966, 1-2, UOA.
18 Ibid.
19 Richard C. Reynolds, interview by author, Yachats, Oregon. April 20, 1997, 5.
20 Reynolds interview, 3.
21 Ibid.
22 Ibid, 1-2.
23 Ibid., 5.
24 Cross to Reynolds, May 2, 1967, UOA.
25 Cross to Ken Settlemier, June 29, 1997, 1-2, UOA.
26 Cross to William C. Jones, May 18, 1967, UOA.
27 Reynolds and Don Schade to Flemming, August 16, 1967, UOA.
28 Ibid.
29 Reynolds to Flemming, August 26, 1967, UOA.
30 Norman Sundberg to Flemming, September 18, 1967, UOA.
31 Ibid.
32 Ibid.
33 Ibid., hand written notes on the bottom of the Sundberg memo, UOA.
34 Reynolds, "Distribution of Administrative and Program Responsibilities," (1967-68), UOA.
35 Reynolds, "Administrative Assignments," (1967-68), UOA.
36 Ibid., 2.
37 Ibid.
38 Ibid., 2-3.
39 Eduardo Reyes to Reynolds, June 28, 1968, UOA.
40 Chris Karp to Reynolds, June 17, 1968, UOA.
41 Mary Hudzikiewicz to Reynolds, August 26, 1968, UOA.
42 Reynolds to EMU Supervisors and Staff, June 14, 1968, UOA.
43 Student Union Staff Meeting Minutes, August 1, 1968, 1, UOA.
44 Reynolds to Ellingson, September 3, 1968, 1-2, UOA.
45 Ibid.
46 Student Union Staff Meeting Minutes, October 3, 1968, 1, UOA.

47 Reynolds to Don Schade, September 11, 1968, 1-2, with note of approval with Acting President Charles Johnson's signature, dated September 13, 1968, UOA.
48 Reynolds to Ellingson.
49 Ibid.
50 Student Union Staff Meeting Minutes, August 1, 1968, 1, UOA.
51 Ellingson to McMillan, Cross, Eddy Reyes, Steve Goldschmidt, Dick Lawrence, January 27, 1966, 1, UOA.
52 Reynolds to Gayle Johnson, January 19, 1968, UOA.
53 Student Union Board Minutes, February 22, 1967, UOA.
54 Jim Beat to Cross, March 1, 1967, UOA.
55 Cross to Flemming, March 13, 1967, UOA.
56 Jarold Kieffer to Flemming, April 18, 1967, UOA.
57 Reynolds to Various Student Union Staff, August 14, 1967, UOA.
58 Ibid.
59 Flemming to Dean W. C. Jones, October 4, 1967, EMUA.
60 ASUO Senate Meeting Minutes, May 16, 1968, 4, UOA.
61 Reynolds to Mark Marsh and Steve Rhodes, May 23, 1968, EMUA.
62 "Proposal for the Reorganization of the Erb Memorial Student Union Board and the Standing Committees," (Spring 1967), 1-10, UOA.
63 Ibid.
64 Ibid.
65 Ibid.
66 Student Union Board Meeting Minutes, April 27, 1967, 2, UOA.
67 Student Union Board Meeting Minutes, May 3, 1967, 1, UOA.
68 Student Union Board Meeting Minutes, May 24, 1967, UOA.
69 EMU Program Council Meeting Minutes, October 3, 1967, UOA.
70 Ibid., 3.
71 Tom Nash and M. L. Marsh to New Student, September 19, 1967, UOA.
72 "Erb Memorial Union Board Specific Program Responsibilities for Divisions," (1967-68), UOA.
73 Nash and Marsh to New Student.
74 EMU Board Program Responsibilities.
75 Nash and Marsh to New Student.
76 EMU Board Program Responsibilities.
77 Nash and Marsh to New Student.

78 EMU Board Program Responsibilities.
79 Nash and Marsh to New Student.
80 EMU Board Program Responsibilities.
81 Nash and Marsh to New Student.
82 EMU Board Program Responsibilities.
83 Tom Clark to Arthur S. Flemming, April 18, 1966, UOA.
84 Ibid.
85 ASUO Senate Meeting Minutes, April 14, 1966, 3-4, UOA.
86 Student Union Board Meeting Minutes, April 20, 1966, 3, UOA.
87 Dick Lawrence to Flemming, April 23, 1966, UOA.
88 SU Board Minutes, April 20, 1966.
89 Ellingson to Flemming, April 25, 1966, 1, UOA.
90 Student Union Board Meeting Minutes, April 6, 1966, 2, UOA.
91 Student Union Board Meeting Minutes, April 20, 1966, 2, UOA.
92 Flemming to Henry Drummonds and Jim Beat, September 27, 1966, 1-3, UOA.
93 Drummonds to Flemming, October 3, 1966, 1-3, UOA.
94 Beat to Cross, October 9, 1966, UOA.
95 Cross to McMillan, October 26, 1966, 1, UOA.
96 Ibid.
97 Cross to McMillan, November 10, 1966, 1-3, UOA.
98 Donald M. DuShane to Flemming, November 14, 1996, 1-2, UOA.
99 Ibid.
100 Ibid.
101 Kenneth R. Settlemier to Flemming, November 1, 1966, 1-4, UOA.
102 Dan Williams to Flemming, November 3, 1966, 1-2, UOA.
103 Student Union Board Meeting Minutes, November 4, 1966, 2, UOA.
104 Beat to Flemming, November 3, 1966, 1-5, UOA.
105 Ibid.
106 Cross to McMillan, November 10, 1966, 1-3, UOA.
107 Flemming to Drummonds, November 30, 1966, 1-2, UOA.
108 Ibid.
109 Ibid.
110 Ibid.
111 Drummonds to Beat, January 9, 1967, 1-2, UOA.
112 Ibid.
113 Beat to Flemming, January 18, 1967, 1-4, UOA.

114 Flemming to Drummonds, February 9, 1967, 1-3, UOA.
115 Ibid.
116 Ibid.
117 Flemming to Jones, February 9, 1967, UOA.
118 Drummonds to the Student Union Board, February 14, 1967, UOA.
119 Beat to Flemming, February 17, 1967, UOA.
120 Jarold A. Kieffer to Jim Beat, March 23, 1967, UOA.
121 Flemming to Scott Farleigh, May 29, 1967, UOA.
122 "Union - ASUO Structure Proposal," (August 17, 1967), 1, UOA.
123 "Union - ASUO Structure Proposal," (August 22, 1967), UOA.
124 Erb Memorial Union Board Meeting Minutes, October 11, 1967, 3, UOA.
125 Ibid., 4-5.
126 Ibid., 5.
127 Erb Memorial Union Board Meeting Minutes, October 19, 1967, 1-2, UOA.
128 "Proposal for Restructuring the EMU Board," (January 18, 1968), UOA.
129 Ibid.
130 Ibid.
131 ASUO Senate Meeting Minutes, January 25, 1968, 4, UOA.
132 Farleigh to Flemming, March 5, 1968, UOA.
133 Student Administrative Board House Council Meeting Minutes, March 26, 1968, EMUA.
134 Student Activities Committee Meeting Minutes, February 14, 1967, UOA.
135 Student Activities Committee Meeting Minutes, May 3, 1967, UOA.
136 University Faculty Meeting Minutes, December 6, 1967, 1-2, UOA.
137 Flemming to Campus Community, December 20, 1967, 1, UOA.
138 Ibid., 1-2.
139 Farleigh to Flemming, December 11, 1967, UOA.
140 Larry Lange, "Student Budget Control Okayed," *Oregon Daily Emerald*, November 8, 1966.
141 Ibid.
142 Ibid.
143 Flemming to Jones, February 16, 1967, UOA.
144 Ibid.
145 Farleigh to Flemming, July 17, 1967, UOA.
146 Administrative Memorandum, Office of the President, September 27, 1967, UOA.
147 Tom English and Ron Eachus to members of Friars, July 13, 1969, 1-3, UOA.

148 Ibid., 4.

149 Dennis Nelson, "ASUO continues incidental fee fight, *Oregon Daily Emerald*, July 17, 1969, 1, 6.

150 Ibid., 6.

151 Ibid., 6.

152 "Chancellor names fee committee, *Oregon Daily Emerald*, July 17, 1969, 3.

153 Report of the Interinstitutional Committee on Incidental Fees, (October 1, 1969), 1, UOA.

154 Ibid., 3.

155 Ibid.

156 ASUO Statement on Report of the Interinstitutional Committee on Incidental Fees, (October 8, 1966), 1, UOA.

157 In the Circuit Court of the State of Oregon for the County of Lane, Case No. Complaint 95938, Kip Morgan, President of the Assoc. Students of the University of Oregon, et. al., Plaintiffs vs. State Board of Higher Education, Robert Clark, Leonard Casanova, Arthur Essllinger, and Roy Lieuallen, Defendants, 3-4, UOA.

158 Oregon State Board of Higher Education Meeting Minutes, December 10, 1969, 938, UOA.

159 Robert L. Ackerman to Raymond P. Underwood, February 20, 1970, UOA.

160 Underwood to Ackerman, March 16, 1970, UOA.

161 Oregon State Board of Higher Education Meeting Minutes, January 25, 1971, 90, UOA.

162 Ibid.

163 N. Ray Hawk to Reynolds, February 15, 1971, 1-2, UOA.

164 Incidental Fee Committee Report, (May 13, 1971), 1, UOA.

165 Ibid.

166 Ibid., 2.

167 Ibid., 2-4.

168 Oregon State Board of Higher Education Meeting Minutes, June 9, 1971, 451, UOA.

169 Erb Memorial Union Program Council Minutes, October 3, 1967, 1-2, UOA.

170 Student Union Board Meeting Minutes, November 4, 1966, 1, UOA.

171 Student Union Board Meeting Minutes, February 8, 1967, 1, UOA.

172 Student Union Board Meeting Minutes, March 29, 1967, 2, UOA.

173 Student Union Board Meeting Minutes, May 3, 1967, 1, UOA.

174 Ibid., 2.

175 Erb Memorial Union Program Council Minutes, January 17, 1968, UOA.

176 Erb Memorial Union Recreation Council to William C. Jones, July 20, 1967, UOA.

177 Student Union Board Meeting Minutes, January 19, 1966, 2, UOA.

178 Erb Memorial Student Union Staff Meeting Minutes, September 29, 1966, 4, UOA.

179 Cross to McMillan, October 26, 1966, 1, UOA.

180 Jack Cross to Chris Karp, June 22, 1967, UOA.

181 Student Union Board Meeting Minutes, March 29, 1967, UOA.

182 Student Union Board Meeting Minutes, April 19, 1967, 1, UOA.

183 Don McCarty, "The Crew Team - October 1967," a report, (October 1967), 1-11, UOA.

184 McMillan to *Oregon Daily Emerald* and the News Bureau, April 10, 1968, UOA.

185 Erb Memorial Union Staff Meeting Minutes, May 22, 1968, UOA.

186 Erb Memorial Union Program Council Meeting Minutes, October 3, 1967, UOA.

187 Erb Memorial Union Program Council Meeting Minutes, November 8, 1967, 1, UOA.

188 ASUO Program Council Meeting Minutes, February 7, 1968, 1, UOA.

189 ASUO Program Council Meeting Minutes, February 14, 1968, 1, UOA.

190 ASUO Program Council Meeting Minutes, April 10, 1968, UOA.

191 ASUO Program Council Meeting Minutes, May 1, 1968, UOA.

192 Ibid.

193 ASUO Program Council Meeting Minutes, February 14, 1968, 1-2, UOA.

194 ASUO Program Council Meeting Minutes, April 17, 1968, 1, UOA.

195 ASUO Program Council Meeting Minutes, May 1, 1968, UOA.

196 "The Student and the Curriculum," conference brochure, (May 10-11, 1967), 1, UOA.

197 Ibid., 2-3.

198 Ibid., 4-5.

199 Ibid.

200 ASUO Program Council Meeting Minutes, February 14, 1968, 2, UOA.

201 ASUO Senate Meeting Minutes, May 9, 1968, 6, UOA.

202 Student Administrative Board Minutes, May 23, 1968, 1,3, EMUA.

203 Ibid.

204 Dan Allison to Flemming, May 16, 1968, this memo contained a hand written note of approval from Flemming, UOA.

205 List of Special Attractions, (1962-1968), 2, UOA.

206 McMillan to *South Eugene Axe*, September 19, 1968, UOA.
207 List of Special Attractions, (1962-1969), 4, UOA.
208 Ad Copy, (January 1970), UOA.
209 Contract with Northwest Releasing Corporation, (June 11, 1969), 1, UOA.
210 Contract with Northwest Releasing Corporation, (November 26, 1969), 1, UOA.
211 Contract with Northwest Releasing Corporation, (February 10, 1970), 1, UOA.
212 Contract with Northwest Releasing Corporation, (December 7, 1970, 1, UOA.
213 Contract with Northwest Releasing Corporation, (September 3, 1970, 1, UOA.
214 McMillan to *Oregon Daily Emerald* and News Bureau, April 14, 1969, UOA.
215 McMillan to Mary Pack, July 18, 1969, UOA.
216 "Season Ticket Sales in Progress," *UO News Bulletin*, October 3, 1969, 3, UOA.
217 ASUO Senate Meeting Minutes, October 16, 1969, 3, UOA.
218 Ibid.
219 Ibid.
220 Reynolds to Robert D. Clark, October 28, 1970, UOA.
221 Reynolds to Steve Rhodes, October 28, 1970, UOA.
222 Student Administrative Board Meeting Minutes, April 28, 1971, UOA.
223 Reynolds to Charles Johnson, February 6, 1969, UOA.
224 Ibid.
225 "Outdoor Program," *Free Country Times*, ed. Randy M. Shilts. (University of Oregon Outdoor Program: Fall 1973), 3, UOA..
226 Ibid.
227 "Cooperative Wilderness Adventures," Ibid., 4-5.
228 "Mt. McKinley Cleanup,"Ibid., 5.
229 Ibid.
230 "Wilderness Conference," *Free Country Times*, ed. Randy M. Shilts, (University of Oregon Outdoor Program: Winter 1974), 8, UOA.
231 Ibid.
232 Reynolds to Johnson, February 6, 1969, UOA.
233 Ibid.
234 Reynolds to Bogen, October 15, 1971, UOA.
235 Reynolds to Iain More, Larry Salmony, Stephanie Larsen and Rolf Hage, February 8, 1972, UOA.
236 *Handbook of Competitive and Recreational Sports*, Club Sports, (1973-74), 24-25, UOA.

237 Club Sports Description, (1975-76), 1-2, UOA.
238 *Handbook of Competitive and Recreational Sports*, Club Sports, (1973-74), 20-22, UOA.
239 Ellington to Jerry Salter and Bill Camp, January 14, 1966, UOA.
240 Ibid.
241 Beat to Flemming, October 14, 1966, 1, UOA.
242 Cross to Flemming, October 17, 1966, 2, UOA.
243 Student Union Board Meeting Minutes, November 9, 1996, 2, UOA.
244 Campus Planning Committee Meeting Minutes, May 18, 1967, 2, EMUA.
245 Student Activities Committee Meeting Minutes, May 3, 1967, UOA.
246 Student Union Board Meeting Minutes, November 3, 1965, 3, UOA.
247 Student Union Board Meeting Minutes, March 29, 1967, 1, UOA.
248 Student Administrative Board Meeting Minutes, June 2, 1970, UOA.
249 Reynolds to Ray Hawk, January 18, 1971, UOA.
250 J. O. Lindstrom to Robert D. Clark, January 6, 1970, UOA.
251 Tom Brady to Reynolds, July 20, 1971, UOA.
252 Gerald K. Bogen to Don Schade, July 26, 1971, UOA.
253 Reynolds and Carryl H. Wines to Ray Hawk and W. N. McLaughlin, June 25, 1968, UOA.
254 Ibid.
255 Charles E. Johnson to Bill Blevins, October 22, 1968, UOA.
256 Metzler, 68-69.
257 Ibid., 69.
258 Student Administrative Board Meeting Minutes, November 7, 1968, 1, UOA.
259 Ibid., 2.
260 Ibid.
261 Ibid., 3.
262 Metzler, 70.
263 "A Case of Misdirected Wrath," *Eugene Register-Guard*, November 19, 1968, sec. A, p. 8.
264 Ibid.
265 Ibid.
266 Ibid.
267 News Release, University of Oregon News Bureau, October 23, 1969., UOA.
268 Ibid.

269 McMillan to W. N. McLaughlin, October 24, 1969, UOA.
270 Ellingson to Don Karshner, January 14, 1966, 1-2, UOA.
271 "News Topics," *News Bulletin for Faculty and Staff of the University of Oregon*, February 2, 1968, 4, UOA.
272 "Bowling Leagues Being Organized," *News Bulletin for Faculty and Staff of the University of Oregon*, September 19, 1969, 2, UOA.
273 "Bowling Leagues to Begin," *University News Bulletin*, September 25, 1972, 3, UOA.
274 EMU Staff Meeting Minutes, June 15, 1972, 1, UOA.
275 "Canoes to Rent for Race, Rivers," *University News Bulletin*, October 2, 1972, 1, UOA.
276 Reynolds to Mel Fiese, August 2, 1973, UOA.
277 Summary Report of the ASUO Child Care and Development Center, (April 29, 1971), 1, UOA.
278 Reynolds to Muriel Jackson, July 11, 1973, 1-6,UOA.
279 Ibid., 1.
280 Ibid.
281 Shirley J. Wilson to Robert D. Clark, February 24, 1970, UOA.
282 Ibid.
283 ASUO Senate Meeting Minutes, January 29, 1970, 5, UOA.
284 Lindstrom to Clark, February 2, 1970, UOA.
285 W. H. Manley to Wilson, February 18, 1970, UOA.
286 Wilson to John Lallas, February 18, 1970, 1, UOA.
287 Ibid.
288 ASUO Senate Meeting Minutes, February 25, 1970, UOA.
289 Ibid.
290 Charter of the ASUO Day Care Center (February 25, 1970), 3, UOA.
291 ASUO Senate Meeting Minutes, February 25, 1970, UOA.
292 Sonia Sweek to Clark, March 6, 1970, UOA.
293 Jan Medrano to Sonia Sweek, March 18, 1970, UOA.
294 Larry Large to Clark, April 7, 1970, UOA.
295 Reynolds to Jack Steward, April 7, 1970, UOA.
296 A Preliminary Proposal: The ASUO Day Care Center, (April 16, 1970), UOA.
297 Day Care Center Meeting Minutes, April 16, 1970, 1, UOA.
298 Ibid.
299 Ibid.

300 Ibid.
301 Ibid.
302 Hawk to Wilson, April 20, 1970, UOA.
303 Day Care Center Meeting Minutes, April 16, 1970, 2, UOA.
304 "Day Care Center to Open," *News Bulletin for Faculty and Staff of the University of Oregon*, April 24, 1970, 3, UOA.
305 News Release, University News Bureau, (June 19, 1970), UOA.
306 Summary Report of the ASUO Child Care and Development Center, (April 29, 1971), 3, UOA.
307 *Child Care and Development Center Newsletter*, October 23, 1970, UOA.
308 Summary Report, 4.
309 Summary Report, 2.
310 Hawk to Clark, November 30, 1970, UOA.
311 Ibid.
312 Kathi Balk to Office of Campus Security, March 3, 1971, UOA.
313 Kathi Balk to Development Fund, January 27, 1972, UOA.
314 ASUO Child Care and Development Center Priority Criteria, (May 1, 1972), UOA.
315 ASUO Child Care and Development Center, Revised Charter, (July 17, 1972), 1, UOA.
316 Ibid.
317 Ibid., 2.
318 Ibid.
319 Ibid., 3-4.
320 Ibid., 10.
321 Summary Report of the ASUO Child Care and Development Center, (April 29, 1971), 4, UOA.
322 Reynolds to Muriel Jackson, July 11, 1973, 3, UOA.
323 Balk to Reynolds, July 26, 1972, UOA.
324 Reynolds to Judy Bogen, Rolf Hage, Bill Wyatt and Gerald Bogen, November 7, 1972, 1-2, UOA.
325 Reynolds to Gerald Bogen, December 1, 1972, UOA.
326 Clark to Gerald Bogen, December 26, 1972, UOA.
327 Dean Orton for Don Miller to Reynolds, February 21, 1973, UOA.
328 Mary Keenan to ASUO CCDC Steering Board, February 2, 1973, UOA.
329 Ibid.
330 Ibid.

331 Keenan to Dorothy Cowan, August 30, 1973, UOA.

332 Hawk to John Thorpe, April 13, 1973, UOA.

333 Clark to Audrey Trimble, November 14, 1973, UOA.

334 EMU Staff Meeting Minutes, April 4, 1974, 2, UOA.

335 ASUO Cultural Forum Survey Report, (March 1972), UOA.

336 Ibid.

337 Ibid.

338 Ibid.

339 "Shakespeare—Today," *University News Bulletin for Faculty and Staff of the University of Oregon*, April 24, 1972, 2, UOA.

340 "Folk Music Highlight of Weekend Festival," *University News Bulletin for Faculty and Staff of the University of Oregon*, May 8, 1972, 1, UOA.

341 *Special Events Bulletin # 2*, Center for University Special Events, October 25-November 8, 1972, 1-2, UOA.

342 "Free Follies," *University News Bulletin*, January 29, 1973, 4, UOA.

343 "Southern Appalachian Style," *University News Bulletin*, February 12, 1973, 2, UOA.

344 "Jack Anderson Coming," *University News Bulletin*, April 16, 1973, 1, UOA.

345 ASUO Executive to Reynolds, May 29, 1973, UOA.

346 Ibid.

347 *Special Events Bulletin #1*, Center for University Special Events, October 1973, UOA.

348 *Special Events Bulletin #2*, Center for University Special Events, October 22-November 10, 1973, UOA.

349 *Special Events Bulletin #4*, Center for University Special Events, November 28-December 15, 1973, UOA.

350 *Special Events Bulletin #1*.

351 *Special Events Bulletin #5*, Center for University Special Events, January 1974, UOA.

352 Ibid.

353 Norv Ritchey to Reynolds, October 29, 1971, UOA.

354 Neil Murray to Ritchey, November 5, 1971, UOA.

355 Cultural Forum Press Release, (February 8, 1972), 1, UOA.

356 Ibid., 2.

357 Cultural Forum Press Release, (February 15, 1972), UOA.

358 Kenneth S. Ghent to Ellingson, February 16, 1966, UOA.

359 Reynolds to Larry Bissett, April 18, 1972, UOA.

360 Bob Withim and Unyime Nseyo, "International Lounge Proposal," (April 14, 1972), 3, UOA.

361 Robert L. Bowlin to Gerald K. Bogen, April 24, 1972, UOA.

362 Reynolds to Hawk, July 3, 1972, UOA.

363 "Librarian retires After 40 Years at Oregon," *Univ. News Bulletin*, July 1, 1966, 1-2, UOA.

364 Hawk to Carl Hintz, July 7, 1972, UOA.

365 Hintz to Hawk, July 18, 1972, 1-2, UOA.

366 Ibid.

367 Ibid.

368 Hawk to Virginia Norris, undated, in the 1972-73 Browsing Room File, UOA.

369 Proposal for a Center for University Special Events, (July 1968), 1, UOA.

370 Ibid., 1-2.

371 Ibid., 3.

372 Administrative Memorandum, (May 21, 1968), 1, UOA.

373 Ibid.

374 McMillan to Hudzikiewicz, Hulteng, Marsh, Paulin and Trotter, July 3, 1968, UOA.

375 Center for University Special Events, *Newsletter*, August 1968, 1, UOA.

376 Center for University Special Events, *Newsletter*, October 1973, 1, UOA.

377 Reynolds to Hawk, November 12, 1970, UOA.

378 Hawk to Reynolds, December 1, 1970, UOA.

379 Ibid.

380 EMU Staff Meeting Minutes, February 17, 1971, 1, UOA.

381 William Sanford to Martha Spaeth, April 3, 1972, UOA.

382 EMU Staff Meeting Minutes, July 1, 1971, 1, UOA.

383 William Sanford to John G. Karpan, October 7, 1971, UOA.

384 Proposal for an Outdoor Equipment-Service Center, (Spring 1971), 1-2, UOA.

385 Hawk to Reynolds, June 23, 1971, UOA.

386 EMU Staff Meeting Minutes, July 22, 1971, 1, UOA.

387 EMU Staff Meeting Minutes, May 11, 1972, 2, UOA.

388 Reynolds to Department of General Services, August 9, 1972, UOA.

389 Vehicle Lease Agreement, (February 15, 1973), UOA.

390 McMillan to Judith Babcock, November 26, 1973, UOA.

391 Scheduling Priorities EMU Vans, document, (1973), UOA.

[392] R. E. Lieuallen to All Institutional Heads, December 15, 1967, UOA.
[393] University Faculty Meeting Minutes, November 1, 1967, 4-5, UOA.
[394] Ibid.
[395] EMU Program Staff Meeting Minutes, January 3, 1968, 1, UOA.
[396] ASUO Senate Meeting Minutes, May 2, 1968, UOA.
[397] Charles R. Holloway, Jr. to Dan Allison, May 10, 1968, UOA.
[398] R. L. Collins to Allison, May 23, 1968, UOA.
[399] ASUO Senate Meeting Minutes, May 23, 1968, 1, UOA.
[400] Reynolds, "Consideration of Proposal for Establishing a Tavern in the Erb Memorial Union," a document, (February 17, 1972), UOA.
[401] Ibid.
[402] Ibid.
[403] Ibid.
[404] Bogen to Clark, March 13, 1971, UOA.
[405] Clark to Bogen, March 21, 1972, UOA.
[406] Ibid.
[407] Randy Young, "Beer could bump bowling," *Oregon Daily Emerald*, March 10, 1972.
[408] Ibid.
[409] Ibid.
[410] Faculty Meeting Minutes, May 10, 1972, 2, UOA.
[411] Frederick R. Loveys and Joan L. Eggleston, "ASUO Proposal for a State Board of Higher Education Policy Statement to Facilitate the Provision of Alcoholic Beverages on College Campuses," a document, (September 11, 1972), 1-12, UOA.
[412] Peter Shepherd, "No tavern in EMU before 1973," *Oregon Daily Emerald*, November 27, 1972, UOA.
[413] Reynolds to Bogen, November 17, 1972, UOA.
[414] Reynolds to Don Chalmers, May 15, 1973, UOA.
[415] Reynolds to Bogen, July 12, 1973, UOA.
[416] Clark to Frank Berry, Robert Bowlin, John Crawford, Ray Hyman, Reynolds and Frank Shearer, November 13, 1973, 1-2, UOA.
[417] Ibid.
[418] Ibid.
[419] Reynolds to Clark, July 12, 1974, UOA.
[420] Clark to Roland Bartel, September 30, 1974, 1-2, UOA.
[421] Ibid.

[422] Reynolds to Clark, September 14, 1970, 1, UOA.
[423] Ibid., 2.
[424] "Yearbook Ceases Publication," *News Bulletin for Faculty and Staff of the University of Oregon*, February 6, 1970, 3, UOA.
[425] Leslie M. Swanson, Jr. to Oregon Daily Emerald Board of Directors, March 7, 1974, 1, UOA.
[426] Teresa Ebert, "Student Newspaper On Its Own," *College Management*, July 1972, 31, UOA.
[427] Ibid.
[428] Ibid., 32.
[429] Ibid.
[430] Robert D. Clark, "Remarks to the Faculty," October 4, 1972, 2, UOA.
[431] Ibid.
[432] Bill Wyatt to Reynolds, February 26, 1973, 1, UOA.
[433] ASUO Constitution, (1973-74), 1, 4, UOA.
[434] Report of the Committee on the Future of the University of Oregon, (June 2, 1970), 14, UOA.
[435] Ibid.
[436] Gordon D. King to Clark, May 18, 1973, UOA.
[437] Robert D. Clark, "Remarks to the Faculty," October 3, 1973, 15, UOA.
[438] Minutes of the Regular Meeting of the Faculty of the University of Oregon, October 2, 1974, 1-2, UOA.
[439] Minutes of the Regular Meeting of the Faculty of the University of Oregon, Novemer 6, 1974, 1, UOA.
[440] Reynolds to Dorine Duval, September 28, 1967, UOA.
[441] Student Administrative Board Meeting Minutes, November 5, 1970, UOA.
[442] Reynolds to EMU Office Holders, November 9, 1971, UOA.
[443] EMU Staff Meeting Minutes, January 17, 1968, 2, UOA.
[444] William M. Sanford to Edwin O. McFarlane, July 15, 1971, UOA.
[445] "EMU Telegram Service To End," *University News Bulletin*, November 27, 1972, 3, UOA.
[446] Reynolds to Ken Larson, December 9, 1970, UOA.
[447] EMU Staff Meeting Minutes, September 29, 1971, 1, UOA.
[448] Reynolds to Chester A. Berry, September 28, 1971, 1-2, UOA.
[449] Notes to the Food Service Correspondence file, (1972-73), UOA.
[450] Ibid.

451 Ibid.
452 Reynolds to Gary Dyer, July 11, 1973, UOA.
453 Bogen to Hawk, January 3, 1973, UOA.
454 D. C. Howard to J. Roy Bardsley, March 9, 1973, UOA.
455 Bardsley & Haslacher, Inc., "University of Oregon Looks at the Incidental Fees Structure, A Student Opinion Survey, (March 1973), ii, EMUA.
456 News Release from University of Oregon News Bureau, May 4, 1973, UOA.
457 Vice President for Academic Affairs to Council of Deans, February 7, 1973, UOA.
458 Bardsley & Haslacher, iii-iv.
459 Ibid., 2-3.
460 Ibid., 7.
461 Ibid., 5.
462 Ibid., 12.
463 Reynolds to Clark, September 21, 1973, UOA.
464 Ibid.
465 Erb Memorial Union and Educational Activities Financial Statement, (1972-73), 39, UOA.
466 Cross to Flemming, August 4, 1966, 1-2, UOA.
467 Cross to George Wallman, August 18, 1966, UOA.
468 Student Union and Educational Activities Budget Committee Meeting Minutes, February 10, 1966, UOA.
469 W. N. Sanford to Ted Altman, June 21, 1967, UOA.
470 Reynolds to Larry Bissett, November 3, 1971, UOA.
471 Hawk to Reynolds, July 8, 1971, UOA.
472 Clay Eals, "Decision making structure now two years old," *Oregon Daily Emerald*, June 18, 1973, sec. 2, p. 2.
473 David Eberle to Ellingson, April 23, 1965, UOA.
474 Stay in Vietnam Petition, (April 1965), UOA.
475 Aberle to Ellingson, April 26, 1965, UOA.
476 Student Union Board Meeting Minutes, October 12, 1966, 2, UOA.
477 EMU Staff Meeting Minutes, September 28, 1967, 1, UOA.
478 Ibid.
479 "Staff Tolerance," EMU Program Staff Meeting Minutes, December 6, 1967, 1, UOA.
480 Ibid.
481 Reynolds to All Erb Memorial Union Staff, June 4, 1968, UOA.

482 Ibid.
483 Ibid.
484 Cross to Flemming, February 2, 1967, 1-3, UOA.
485 Ibid.
486 Cross to Scheduling Office Staff, February 9, 1967, 1-2, UOA.
487 Letter to Faculty Colleague, Spring 1967, UOA.
488 EMU Staff Meeting Minutes, February 14, 1968, 2, UOA.
489 "Channels of Communication," EMU Program Staff Meeting Minutes, February 13, 1968, 1, UOA.
490 ASUO Senate Meeting Minutes, April 4, 1968, UOA.
491 Scott Farleigh and Bob Bartlett to University Faculty, April 24, 1968, UOA.
492 EMU Staff Meeting Minutes, Janaury 23, 1969, 2, UOA.
493 Ibid.
494 Ken Metzler, *Confrontation, the Destruction of a College President*, 147.
495 Ibid., 147-148.
496 EMU Staff Minutes, 2, UOA.
497 Ibid.
498 Metzler, 148.
499 Ibid., 148-149.
500 ASUO Senate Meeting Minutes, February 6, 1969, UOA.
501 Metzler, 151.
502 Steve Rhodes to President Johnson, January 24, 1969, UOA.
503 Metzler, 216.
504 Ibid., 218.
505 Charles Johnson's notes to the file, April 22, 1969, UOA.
506 Metzler, 218.
507 Ibid., 219.
508 Ibid., 218.
509 Ibid., 151-152,
510 Reynolds to EMU Staff, October 1969, UOA.
511 Ibid.
512 Student Administrative Board Meeting Minutes, November 11, 1969, 2, UOA.
513 EMU Staff Meeting Minutes, November 12, 1969, 1, UOA.
514 "Ramperts War Series Researcher Keynotes Moratorium Rally Tonight," *News Bulletin for Faculty and Staff of the University of Oregon*, November 14, 1969, 1, UOA.

515 Reynolds to Hawk, April 22, 1970, 1-2, UOA.
516 Ibid.
517 Reynolds to Bill Owens, April 22, 1970, UOA.
518 ASUO Senate Meeting Minutes, April 23, 1970, 1-2, UOA.
519 Ibid.
520 EMU Staff Meeting Minutes, April 27, 1970, 1, UOA.
521 Ibid.
522 EMU Staff Meeting Minutes, April 29, 1970, 1, UOA.
523 "Strikers build planters to block 13th Avenue," *Oregon Daily Emerald*, April 27, 1970, 1.
524 "Strikers pull down walls blocking thirteenth," *Oregon Daily Emerald*, April 30, 1970, 1.
525 ASUO Senate Meeting Minutes, May 5, 1970, 1-2, UOA.
526 Ibid.
527 Faculty Meeting Minutes, May 6, 1970, 1, UOA.
528 Ibid.
529 "Clark Offers Academic Options to Students Involved in Strike," *News Bulletin for Faculty and Staff of the University of Oregon*, May 15, 1970, 1, UOA.
530 EMU Staff Meeting Minutes, September 25, 1969, 1, UOA.
531 Ibid.
532 EMU Staff Meeting Minutes, January 7, 1970, 1, UOA.
533 EMU Staff Meeting Minutes, April 1, 1970, 1, UOA.
534 EMU Staff Meeting Minutes, April 9, 1970, 1, UOA.
535 Hawk to Roland Rodman, November 19, 1969, 1-2, UOA.
536 Rodman to Hawk, November 26, 1969, UOA.
537 Mary Gorman to Clark, April 28, 1970, UOA.
538 Ibid.
539 Clark to Mark O. Hatfield, April 2, 1970, 1-2, UOA.
540 Reynolds to Hawk, June 25, 1970, UOA.
541 Ibid., 1.
542 Ibid.
543 Ibid., 2-3.
544 Ibid., 3.
545 Ibid., 4.
546 Clark to Hawk, July 2, 1970, UOA.
547 Reynolds to All Deans and Department Heads, July 1, 1970, UOA.

548 Ibid., 1.
549 Ibid., 1-2.
550 Reynolds to Steve Rhodes, July 8, 1970, UOA.
551 Ibid.
552 Reynolds to Clark, September 23, 1970, UOA.
553 Ibid., 3, attachment.
554 Student Administrative Board Minutes, October 8, 1970, 3, UOA.
555 McMillan to Chief of Eugene Police, Chief of State Police and Lane County Sheriff, May 13, 1968, UOA.
556 EMU Staff Meeting Minutes, September 10, 1969, UOA.
557 McMillan to J. Glen Liston, October 28, 1969, UOA.
558 McMillan to J. Glen Liston, November 18, 1969, UOA.
559 Liston to McMillan, November 25, 1969, UOA.
560 McMillan to W. N. McLaughlin, April 1, 1970, UOA.
561 McMillan to Liston, May 23, 1970, UOA.
562 Student Food Service Employees to Whom It May Concern, November 8, 1967, UOA.
563 Anita Bickers, "EMU Student Employees Gain Graduated Pay Scale," *Oregon Daily Emerald*, November 14, 1967, 1-2.
564 Rex Armstrong to Clark, November 4, 1969, UOA.
565 Clark to Armstrong, November 21, 1969, UOA.
566 J. O. Lindstrom to Melvin H. Cleveland, January 7, 1970, UOA.
567 Public Employee Relations Board, Findings of Fact and Recommendations, Case No. RE 1-70, February 11, 1970, 1-5, UOA.
568 Ibid.
569 Tally of Ballots for University of Oregon Student Employee Food Service Unit, April 22, 1970, UOA.
570 K. E. Dodds to Jerry Dodds, April 28, 1970, UOA.
571 Ron Eachus to Reynolds, February 4, 1971, UOA.
572 EMU Staff Meeting Minutes, February 10, 1971, 1, UOA.
573 Reynolds to Wyatt, August 14, 1972, UOA.
574 Student Court Meeting Minutes, Case #73-74 U 9ab, February 27, 1974, UOA.
575 Reynolds to All EMU Food Service Employees, April 24, 1974, UOA.
576 EMU Staff Meeting Minutes, May 16, 1974, 1, UOA.
577 "UO group approves resolution," *Eugene Register Guard*, May 9, 1974, UOA.
578 Ibid.

579 Oregon State Board of Higher Education Minutes, Meeting #416-26, May 21, 1974, p. 293, UOA.

580 Faculty Meeting Minutes, October 2, 1974, 1-2, UOA.

581 Ibid.

582 Ibid.

583 Product & Services Sales Reports, various, (1974-75), UOA.

Chapter X

1 Ellingson to Lindstrom and John Lallas, October 22, 1965, UOA.

2 Ellingson to Flemming, November 30, 1965, UOA.

3 Ibid.

4 Ellingson to Flemming, January 20, 1966, UOA.

5 Ellingson to Flemming, February 4, 1966, UOA.

6 Ellingson to Bill Sanford, Dorine Duval, Ken Larsen, Harris Hurd, Norman Boyles, Jack Cross, McMillan and Eddy Reyes, February 24, 1966, UOA.

7 Ellingson notes to the Long Range Planning file, November 39, 1965, UOA.

8 Bill Hershman,"The Current Situation in the Student Union," Report of the Long Range Union Planning Committee, (Spring Term 1967), UOA.

9 Richard Unruh, "Student Union Planning and the Question of Decentralized Facilities," a discussion paper, October 31, 1966, 1-2, UOA.

10 Ibid., 4.

11 Richard Unruh, "Long Range Expansion of Student Union Functions: A Summary Report," November 14, 1966, 1, UOA.

12 Ibid., 2.

13 Ibid.

14 Reynolds to Flemming, July 26, 1967, UOA.

15 Lallas to Reynolds, August 1, 1967, UOA.

16 Reynolds, "Union Planning," a proposal, October October 16, 1967, 1-3,UOA.

17 Ibid., 4-5.

18 "Building Program: 1969-71 Erb Memorial Union Addition," Revised, October 15, 1968, 1- 13, UOA.

19 Reynolds to Charles Johnson, "A Statement on the Addition to the E-M-U," December 16, 1968, 1-2, UOA.

20 Ibid., 2.

21 Ibid.

22 Reynolds to Lallas, November 6, 1968, UOA.

23 Lindstrom to Roy E. Lieuallen, November 28, 1968, UOA.

24 Ibid.

25 W. N. McLaughlin to Roy E. Lieuallen, March 4, 1969, UOA.

26 Lindstrom to Roy E. Lieuallen, April 10, 1969, UOA.

27 Reynolds to Campus Student Leaders, November 24, 1969, UOA.

28 John Amundson to George Wallmann, October 20, 1970, 1-2, UOA.

29 Campus Planning Committee Meeting Minutes, September 17, 1970, UOA.

30 John Amundson to George Wallmann, October 20, 1970, 1-2, UOA.

31 Reynolds to Larry Bissett, August 6, 1970, UOA.

32 Campus Planning Committee Meeting Minutes, September 17, 1970, 1-3,UOA.

33 Ibid., 1.

34 Ibid., 3.

35 Ibid.

36 Union Planning Committee Meeting Minutes, October 2, 1970, 1-2, UOA.

37 Union Planning Committee Meeting Minutes, September 23, 1970, UOA.

38 Ibid.

39 Union Planning Committee Meeting Minutes, September 29, 1970, UOA.

40 Amundson to Wallmann, October 20, 1970, 2, UOA.

41 Minutes, September 29, 1970.

42 Union Planning Committee Meeting Minutes, September 30, 1970, 1-2, UOA.

43 Ibid.

44 Ibid.

45 Ibid.

46 Union Planning Committee Meeting Minutes, October 9, 1970, UOA.

47 ASUO Senate Meeting Minutes, November 4, 1970, 1, UOA.

48 ASUO Senate Meeting Minutes, November 12, 1970, 1, UOA.

49 Student Administrative Board Meeting Minutes, November 12, 1970, 1, UOA.

50 Reynolds to Osterheld, November 5, 1970, UOA.

51 Sheldon to Douglas C. Osterheld, December 4, 1970, UOA.

52 J. O. Lindstrom and Robert D. Clark to J. I. Hunderup, January 21, 1971, 1-5, UOA.

53 Hunderup to Lallas, Lindstrom and Wallmann, attachment, October 30, 1970, 1-5, UOA.

54 Ibid., 3.

55 Ibid., 3-4.

56 EMU Staff Meeting Minutes, December 10, 1970, 1, UOA.

57 Hunderup to Lallas, Hawk and Wallmann, attachment, July 13, 1971, 1-5, UOA.

58 Reynolds to Ron Eachus, January 29, 1971, UOA.

59 Reynolds to Union Planning Committee Members, February 26, 1971, UOA.
60 Hunderup, attachment, July 13, 1971, 1.
61 Ibid.
62 Ibid., 2-3.
63 Ibid., 3-4.
64 Ibid., 4.
65 Oregon State Board of Higher Education Meeting Minutes #397-41, July 26, 1971, 492-495, UOA.
66 Wallmann to Hunderup, attached proposal, April 29, 1971, UOA.
67 Space Planning/Design, Preliminary Furnishings Estimate, November 10, 1971, UOA.
68 James Lambert to Colburn, Sheldon, Kaji, March 13, 1972, UOA.
69 Reynolds to Bill Sanford and Marcia Hudspeth, November 20, 1970, UOA.
70 Space Planning/Design, November 10, 1971.
71 Eunice Shrock, "Interior Design: Program of Intent," November 10, 1971, UOA.
72 Ibid.
73 Ibid.
74 Ibid.
75 ASUO Senate Meeting Minutes, January 13, 1972, 1, UOA.
76 Shrock, "Interior Design" etc.
77 Ibid.
78 Ibid.
79 Space Planning Design, Interior Budget, Graphics budget attachment, April 5, 1972, UOA.
80 Project Manual, Addition to Erb Memorial Union Building, Oregon State System of Higher Education, Associated Architects: Colburn/Sheldon, Lutes/Amundson, July 12, 1972, EMUA.
81 Ibid., Division 0900, Section 0960.
82 Ibid.
83 Ibid., Division 0700, Section 0780.
84 Ibid., Section 0720.
85 Ibid., Division 0200 Site work, Section 0280, Lawns and Planting, 3., B., 2.
86 Ibid., Division 0700, Section 0780.
87 Campus Planning Committee Meeting Minutes, September 28, 1972, 1-2, UOA.
88 Project Manual, Division 0100, Section 6901, EMUA.
89 McMillan to Norman Boyles, Dorine Duval, Bill Sanford and Night Managers, August 30, 1972, UOA.

90 Nancy Hay, "Opening of EMU addition set for December," *Oregon Daily Emerald*, June 18, 1973, sec. 2, p. 4.
91 Reynolds to Cross, August 14, 1973, 1, UOA.
92 EMU Staff Meeting Minutes, October 18, 1973, 1, UOA.
93 EMU Staff Meeting Minutes, October 25, 1973, 1, UOA.
94 EMU Staff Meeting Minutes, November 15, 1973, 1, UOA.
95 EMU Staff Meeting Minutes, December 6, 1973, UOA.
96 EMU Staff Meeting Minutes, January 24, 1974, 1, UOA.
97 EMU Staff Meeting Minutes, June 20, 1974, 1, UOA.
98 EMU Staff Meeting Minutes, November 15, 1973, 1, UOA.
99 EMU Staff Meeting Minutes, February 14, 1974, 1, UOA.
100 EMU Staff Meeting Minutes, December 8, 1973, 2, UOA.
101 EMU Staff Meeting Minutes, November 15, 1973, 2, UOA.
102 EMU Staff Meeting Minutes, January 3, 1974, 1, UOA.
103 EMU Staff Meeting Minutes, September 4, 1973, UOA.
104 EMU Staff Meeting Minutes, December 13, 1973, UOA.
105 EMU Staff Meeting Minutes, March 14, 1974, 1, UOA.
106 1973 Pacific Northwest Art Annual, Sculpture Commission Competition Entry Information Sheet, (January 1973), UOA.
107 Ibid.
108 EMU News Release, April 17, 1973, 1-2, UOA.
109 "EMU Sculptor Selected," *University News Bulletin*, May 4, 1973, 1, UOA.
110 EMU News Release.
111 Reynolds to University Business Office, November 26, 1973, UOA.
112 EMU Staff Meeting Minutes, July 18, 1974, 1, UOA.
113 EMU Staff Meeting Minutes, September 19, 1974, 1-2, UOA.
114 Ibid.
115 Ibid.
116 EMU Staff Meeting Minutes, October 10, 1974, 1, UOA.
117 EMU Staff Meeting Minutes, November 21, 1974, 2, UOA.
118 Ibid., 1.
119 James E. Johnston to Reynolds, October 17, 1974, 1-2, UOA.
120 Hope Hughes Pressman to Reynolds, September 21, 1973, UOA.
121 Karen J. Gibson to Robert D. Clark, October 15, 1974, UOA.
122 "Time Box," *The Sunday Oregonian*, November 3, 1974, UOA.

123 Gibson to Clark.

Chapter XI

1 Greg Leo to Clark, May 15, 1974, UOA.
2 Ibid.
3 Erb Memorial Union Charter, (May 15, 1974), 1, UOA.
4 Ibid.
5 Ibid.
6 Ibid.
7 Ibid., 2.
8 Ibid.
9 Ibid.
10 Ibid., 2-3.
11 Ibid., 3.
12 Ibid.
13 Robert Liberty to Clark, July 16, 1974, 1, UOA.
14 Ibid., 2.
15 Ibid., 1-2.
16 Ibid., 2.
17 Ibid., 1.
18 Ibid., 2-3.
19 Ibid., 3.
20 Erb Memorial Union Board Charter (November 5, 1974), 2-3, UOA.
21 Erb Memorial Union Board Charter (August 18, 1975), 2-3, UOA.
22 EMU Board Meeting Mintues, December 4, 1974, 3, UOA.
23 Ibid.
24 Jim Fitzhenry to Gerald Bogen, April 4, 1975, 1, UOA.
25 Ibid., 1-2.
26 Bogen to McMillan, January 7, 1975, UOA.
27 Ibid.
28 Revised Notice of Appointment, OSSHE, January 28, 1975, UOA.
29 Lloyd Paseman, "EMU director position given to assistant," *Register-Guard*, December 4, 1974, sec. C, p. 2.
30 Ibid.
31 Ibid.

32 Clay Eals, Despite pressures, new UO student union director enjoys challenge," *The Oregonian*, January 1975, UOA.
33 "Affirmative," editorial, *Register-Guard*, September 7, 1974, sec.A.
34 Clay Eals, *The Oregonian*, January 1975, UOA.
35 Ibid.
36 Clark to McMillan, February 12, 1975, UOA.
37 EMU Staff Meeting Minutes, July 19, 1973, UOA.
38 EMU Staff Meeting Minutes, August 9, 1973, 2, UOA.
39 EMU Staff Meeting Minutes, March 14, 1974, 1, UOA.
40 Reynolds to EMU Supervisors, May 31, 1974, UOA.
41 EMU Staff Meeting Minutes, March 14, 1974, 1, UOA.
42 Press Release, University of Oregon New Bureau, June 26, 1975, UOA.
43 Shirley Wilson to Chapter Presidents, August 23, 1976, UOA.
44 McMillan to William Boyd, October 6, 1976, UOA.
45 McMillan to William Boyd, June 3, 1977, UOA.
46 EMU Staff Meeting Minutes, November 2 & 16, 1977, 1, UOA.
47 Frank Geltner, interview by author, Eugene, Oregon, July 24, 1997, 4.
48 Ibid., 2-3.
49 Ibid., 3.
50 McMillan to Wayne Quinn, September 21, 1977, UOA.
51 Invitation to Duval's Retirement Reception, (March 1980), UOA.
52 EMU Board Meeting Minutes, April 2, 1980, 1, UOA.
53 Bogen to McMillan, January 9, 1976, UOA.
54 Ibid.
55 Adell McMillan, "University Authority re the Operation and Administration of the Department of the Erb Memorial Union and Educational Activities," (January 14, 1976), 1, UOA.
56 Ibid., 1-9.
57 Lois Lindsay, "First Mac Court, and now the EMU," *Oregon Daily Emerald*, March 12, 1976, 6.
58 Ibid.
59 Ibid.
60 Ibid.
61 Proposed EMSU Board Charter, (March 4, 1976), 1, UOA.
62 Ibid., 2.
63 Ibid.

64 Ibid.
65 Nick Gallo, "EMU management draws fire," *Oregon Daily Emerald*, March 12, 1976, 6.
66 Ibid.
67 John Gregor to Jamie Burns, March 11, 1976, 1, UOA.
68 Ibid.
69 McMillan to Robert M. West, March 17, 1976, UOA.
70 EMU Board Reorganization: Process Steps, a document, (March 16, 1976), UOA.
71 EMU Staff "Position Paper," (April 5, 1976), 1,UOA.
72 Ibid., 2.
73 Ibid.
74 Ibid., 2-3.
75 Ibid., 3.
76 Ibid.
77 Ibid., 4.
78 Ibid.
79 Ibid.
80 Bogen to Participants in EMU Review, April 5, 1976, EMUA.
81 McMillan to Bogen, April 14, 1976, 2, UOA.
82 Ibid., 3.
83 Ibid.
84 Hal Smith to Bogen, April 16, 1976, 1-2, UOA.
85 ASUO to Bogen, April 19, 1976, 1-4, UOA.
86 Ibid., 5.
87 Jim Dulcich to Bogen, April 1976, 1-2, UOA.
88 Ibid., 3-6.
89 Douglas Benson to Bogen, April 12, 1976, 1-4, UOA.
90 Stephen Beard to Bogen, April 1976, 1-4, UOA.
91 Jan Oliver and Gary Feldman to Bogen, and Jamie Burns to Bogen, April 19, 1976, UOA.
92 Roman R. Andrus to Bogen, April 19, 1976, 1-2, UOA.
93 Sally Fullerton to Whom it May Concern, April 15, 1976, 1-2, UOA.
94 McMillan to Bogen, April 5, 1976, UOA.
95 Bogen to James Bernau, April 6, 1976, EMUA.
96 Ibid.
97 Chester A. Berry Consultation Schedule, (April 19, 1976), EMUA.

98 Bogen to William Boyd, May 17, 1976, 1, UOA.
99 Ibid., 1-7.
100 Ibid.
101 Bogen to McMillan, Beard and Oliver, June 24, 1976, EMUA.
102 EMU Governance Document, (August 13, 1976), 1-8, UOA.
103 Ibid., 3.
104 Ibid.
105 Ibid., 4.
106 Ibid., 5-7.
107 Ibid., 8.
108 Ibid.
109 Douglas Benson to EMU Board Members, August 10, 1976, EMUA.
110 McMillan to Bogen, September 2, 1976, EMUA.
111 Bogen to McMillan, September 15, 1976, EMUA.
112 Bogen to Beard, September 30, 1976, EMUA.
113 Ibid.
114 McMillan to Bogen, April 14, 1976, UOA.
115 Ibid.
116 Oregon Administrative Rules, Delegation of Authority to ASUO, (ef. August 26, 1977), UOA.
117 EMU Board of Directors Meeting Minutes, January 23, 1978, 2, UOA.
118 Paul Olum to EMU Board, January 31, 1978, UOA.
119 EMU Board of Directors Meeting Minutes, June 3, 1978, UOA.
120 EMU Cultural Programming, program description card, (1977), UOA.
121 John Caine to Bogen, October 7, 1976, UOA.
122 McMillan to Bogen, August 31, 1976, 1-3, UOA.
123 Caine to Bogen.
124 Bogen to McMillan, October 1, 1976, UOA.
125 Fall 1975 Cultural Forum Film Schedule Flyer, 2, UOA.
126 Ibid.
127 McMillan's Notes to the File, October 10, 1975, 1-2, UOA.
128 McMillan to John Lallas, April 15, 1977, 1-2, UOA.
129 Ibid., 1.
130 Ibid., 2.
131 EMU Board House Committee Meeting Minutes, October 13, 1977, 1, UOA.
132 EMU Club Sports, program description card, (1977), UOA.

133 Ibid.
134 Reynold to Don Chapman, June 19, 1974, UOA.
135 Ibid.
136 Sandra Scott to Reynolds, October 17, 1974, UOA.
137 University of Oregon Erb Memorial Union Club Sports Membership and Indemnity Waiver Form, (1976-77), UOA.
138 Ibid.
139 EMU Staff Meeting Minutes, May 21, 1975, UOA.
140 McMillan to McLaughlin, January 26, 1976, UOA.
141 EMU Outdoor Program, program description card, (1997), UOA.
142 Ibid.
143 Ibid.
144 Ibid.
145 Ibid.
146 McMillan to McLaughlin, January 29, 1976, UOA.
147 University of Oregon News Bureau, press release, September 8, 1976, UOA.
148 Bruce V. Mason, "A Memorandum on the Outdoor Program's Mode of Operation," a paper, (January 17, 1979), 1, UOA.
149 Ibid.
150 Ibid., 2.
151 McMillan to Gerard Moseley, January 23, 1979, UOA.
152 Gary Grimm and Katy Flanagan to Whom it May Concern, January 1977, 1-2, UOA.
153 Grimm to McMillan, April 21, 1980, UOA.
154 McMillan to Moseley, April 25, 1980, UOA.
155 Craft Center Brochure, (Winter Term 1976), 1-5, UOA.
156 Ibid.
157 Ibid., 1.
158 EMU Craft Center, program description card, (1977), UOA.
159 Ibid.
160 EMU Staff Meeting Minutes, January 13, 1977, UOA.
161 Katharine Sacks and Ben Sanders, "A Position Paper on the University of Oregon Child Care and Development Center," (January 1975), 1-2, UOA.
162 Ibid., 2.
163 Ibid., 4.

164 Ibid.
165 Lois Lindsay and Jerril Nilson, "EMU refuses to cover child care center deficit," *Oregon Daily Emerald*, November 21, 1975, 1.
166 Lois Lindsay, "Child care: How much money is there?" *Oregon Daily Emerald*, November 6, 1975, 3.
167 Lois Lindsay, "Officials support EMU," *Oregon Daily Emerald*, November 24, 1975, 1.
168 Lindsay and Nilson, *ODE*, November 21, 1975, 1.
169 Lois Lindsay, "Budget deficit threatens child care center," *Oregon Daily Emerald*, November 11, 1975, 1.
170 Lois Lindsay, "CCDC will support legal action against McMillan, *Oregon Daily Emerald*, November 26, 1975, 1-2.
171 Ibid., 2.
172 Larry Luta, "Future of UO child center uncertain," *Register Guard*, November 30, 1975, sec. D, p. 4.
173 McMillan to Sacks, December 1, 1975, UOA.
174 Sacks to McMillan, December 3, 1975, UOA.
175 McMillan to Sacks, December 16, 1975, 1-2, UOA.
176 Peter Mead, "Shut the EMU on Sundays?" *Oregon Daily Emerald*, December 8, 1975, 2.
177 Lois Lindsey, "In midst of turmoil, CCDC head resigns," *Oregon Daily Emerald*, December 15, 1975, 1.
178 Peter Mead, "CCDC bailed out of budgetary problems," *Oregon Daily Emerald*, January 6, 1976, 1.
179 McMillan to Susan Mas, December 29,1975, UOA.
180 Mas to McMillan, January 28, 1976, UOA.
181 Wanda Venturacci to Bob Nagler, Jan Oliver and Hal Smith, August 1976, UOA.
182 Sacks to Whom it May Concern, August 29, 1975, UOA.
183 Sacks to Hal Smith, October 16, 1975, UOA.
184 EMU Staff Meeting Minutes, November 12, 1975, 1, UOA.
185 "Drop-in child center serves UO faculty, staff and students," *Oregon Week*, December 15, 1975, 3, UOA.
186 Ibid.
187 EMU Staff Meeting Minutes, January 22, 1976, 1, UOA.

188 "Drop-in Center to Reduce Services Spring Term," News Release, University of Oregon News Bureau, March 10, 1976, UOA.

189 McMillan to Robert Harris, April 11, 1978, UOA.

190 Willamette Community Design Group to Campus Planning Review Committee, April 19, 1978, 1, UOA.

191 Ibid., 2.

192 Design Review Subcommittee of the Campus Planning Committee Meeting Minutes, April 25, 1978, UOA.

193 EMU Staff Meeting Minutes, November 15, 1978, UOA.

194 EMU Recreation Center, program description card, (1977), UOA.

195 Schutz to D. L. Thomas, May 14, 1975, UOA.

196 W. N. McLaughlin and Hawk to Jack Hunderup, June 5, 1975, UOA.

197 McMillan to McLaughlin, June 5, 1975, UOA.

198 McLaughlin to Hunderup, June 6, 1975, 1-4, UOA.

199 Hunderup to McLaughlin, June 10, 1975, UOA.

200 McLaughlin to Hunderup, January 23, 1976, UOA.

201 "Canoe Fete to be held," *Oregon Week*, May 2, 1975, 1, UOA.

202 McMillan to McLaughlin, June 4, 1976, UOA.

203 McMillan to Fiese, Geltner, Schutz and Vaughn, March 8, 1978, UOA.

204 Oregon Wilderness Supplies to Whom it May Concern, September 14, 1977, UOA.

205 EMU Staff Meeting Minutes, January 18, 1978, 1, UOA.

206 "Proposal for Establishing a Tavern in the Erb Memorial Union," a document, (May 1975), 1-3, UOA.

207 Ibid.

208 Jim Fitzhenry to Bogen, May 20, 1975, UOA.

209 Bogen to McMillan, June 2, 1975, UOA.

210 McMillan to Bogen, July 31, 1975, UOA.

211 Ibid.

212 University of Oregon Proposal to Operate a Tavern in the Erb Memorial Union, Contract, and Conditions and Specifications, (July 1975), UOA.

213 Dan Garner to EMU Board Members, September 30, 1975, 2, UOA.

214 Clay Eals, "UO tavern plan gains okay," *Oregonian*, August 1975, UOA.

215 Ibid.

216 "Boyd against UO tavern: New president won't fight it, however," *Register-Guard*, August 1975, UOA.

217 William Boyd to Douglas Straton, September 8, 1975, UOA.

218 Boyd to Mr. and Mrs. Richard Nneeland, September 26, 1975, UOA.

219 Ibid.

220 Sam Johnson to Michael Budd, November 11, 1975, UOA.

221 Don Steele to Boyd, November 30, 1977, UOA.

222 Boyd to Steele, December 6, 1977, UOA.

223 "Expose the Centennial Farce: We Demand Decent Education for All," a flyer, (January 17, 1976), 1-2, UOA.

224 Adell McMillan, "Time Table of Events," (January 17, 1976), UOA.

225 EMU Staff Meeting Minutes, January 13, 1977, UOA.

226 Lori Peterson, "Boyd 'winds down' student affairs role," *Oregon Daily Emerald*, January 20, 1977, 1.

227 McMillan to William Boyd, January 27, 1977, 1-2, UOA.

228 Ibid.

229 Ibid.

230 Ibid.

231 McMillan to Shirley Bird Perry, Chester Berry and Dick Blackburn, February 8, 1977, UOA.

232 Paul Olum to All Faculty, May 5, 1977, UOA.

233 Bogen to Boyd, May 16, 1977, UOA.

234 McMillan to John A. Gates, June 11, 1976, UOA.

235 EMU Staff Meeting Minutes, July 15, 1976, UOA.

236 McMillan to James Covington, September 28, 1976, UOA.

237 News Release, University of Oregon News Bureau, (September 28 1976), UOA.

238 D. L. Thomas to John Watson, September 15, 1975, UOA.

239 Watson to Thomas, September 24, 1975, UOA.

240 Hawk to Boyd, December 8, 1976, UOA.

241 McMillan to Bogen, September 16, 1976, UOA.

242 EMU Board Meeting Minutes, January 18, 1977, UOA.

243 McMillan to Bogen, January 20, 1977, UOA.

244 McMillan to Bogen, February 4, 1977, 1-2, UOA.

245 Boyd to Gary Feldman, December 23, 1977, UOA.

246 McMillan to Boyd, September 28, 1978, UOA.

247 Schutz to Sunderland, January 18, 1980, UOA.
248 McMillan to Paul Olum, October 20, 1980, UOA.
249 Sunderland to McMillan, Robert Liberty and Avard Long, January 23, 1975, UOA.
250 Jim Dulcich and Steve Beard to Incidental Fee Committee, January 20, 1976, 1-2, UOA.
251 James Burns and Jim Bernau to Whom it May Concern, January 21, 1976, 1-2, UOA.
252 Oregon State Board of Higher Education Meeting Minutes, July 20, 1976, 687-689, UOA.
253 Ibid.
254 Ibid.
255 Bogen to McMillan, Steve Beard and Jan Oliver, September 23, 1976, UOA.
256 Ramon Herrera to Boyd, December 13, 1978, 2, UOA.
257 Boyd to Herrera, January 30, 1979, 1-3, UOA.
258 Ibid., 2.
259 Ibid., 2.
260 Ibid., 3.
261 Hawk to Mrs. Wallace Johansen, January 25, 1974, UOA.
262 Donald T. Smith to Reynolds, April 9, 1974, UOA.
263 Elizabeth Benson to Reynolds, April 29, 1974, UOA.
264 McMillan to Reynolds, May 19, 1974, 1-2, UOA.
265 Ibid.
266 Student Administrative Board Meeting Minutes, May 28, 1974, UOA.
267 Reynolds to Sue Dufay, June 11, 1974, UOA.
268 Dan Garner to EMU Board Members, September 30, 1975, 1, UOA.
269 Garner to EMU Board Members, September 30, 1975, 1, UOA.
270 Ibid.
271 EMU Board House Committee Meeting Minutes, December 11, 1975, 2, UOA.
272 EMU Board House Committee Meeting Minutes, February 10, 1976, UOA.
273 EMU Board House Committee Meeting Minutes, May 5, 1978, UOA.
274 J. D. Rowe to McMillan, February 6, 1979, UOA.
275 Robert Schutz to Legal Classified, *Eugene Register Guard*, October 16, 1975, UOA.
276 Proposal to Operate an Ice Cream Parlor, (November 19, 1975), UOA.
277 Contract to Operate an Ice Cream Parlor, (January 21, 1976), UOA.
278 EMU Staff Meeting Minutes, April 22, 1976, 1, UOA.

279 EMU to Miss Post, *The Oregonian*, June 15, 1977, UOA.
280 McMillan to "Gentlemen," June 1977, UOA.
281 Proposal to Operate a Hair Salon in the Erb Memorial Union, (June 1977), UOA.
282 Hair Salon Operation Conditions and Specifications, (June 1977), 1, UOA.
283 Contract to Operate a Hair Salon, (July 21, 1977), UOA.
284 EMU Board Revenue Areas Committee Meeting Minutes, January 23, 1979, UOA.
285 EMU Board Meeting Minutes, May 29, 1980, 1-2, UOA.
286 Erb Memorial Union Outdoor Equipment and Supplies Store Conditions and Specifications, (June 1980), 1, UOA.
287 EMU Board Meeting Minutes, September 9,1980, UOA.
288 Bogen to McMillan and H. P. Barnhart, December 7, 1976, UOA.
289 Jack W. Steward to Deans, Directors and Department Heads, January 31, 1977, UOA.
290 Employee Relations Board to John J. Condliffe and William F. Hoelscher, May 31, 1977, UOA.
291 George H. Lehleitner, Jr, to Condliffe and Hoelscher, August 24, 1977, UOA.
292 McMillan to EMU Student Food Service Workers, September 15, 1978, UOA.
293 Muriel K. Jackson to Peter Macgregor-Scott, November 4, 1977, UOA.
294 Reynolds to David Frohnmayer, April 15, 1974, UOA.
295 Policy Restricting Smoking in University Facilities, (May 30, 1974), UOA.
296 EMU Staff Meeting Minutes, November 21, 1974, 1, UOA.
297 Marquis L. Marsh, "Factfinding and Evaluation of 'Non-Instructional' Audio Systems," a report, (December 1977), UOA.
298 Ibid.
299 Dan Garner to EMU Board, September 30, 1975, 2, UOA.
300 Curt Simic to Muriel Jackson, November 2, 1978, UOA.
301 McMillan to Simic, November 7, 1978, UOA.
302 Simic to McMillan, February 1, 1979, UOA.
303 Ibid.
304 McMillan to Simic, February 27, 1979, UOA.
305 John Lallas to Bruce Dworshak, August 6, 1974, UOA.
306 Lallas to Reynolds, August 6, 1974, UOA.
307 McMillan to Rick Taylor, March 5, 1979, UOA.
308 McMillan to Moseley, April 9, 1979, UOA.
309 Schutz to McMillan, April 5, 1979, UOA.

310 William C. Edwards to University of Oregon Public Information Officer, March 23, 1977, UOA.

311 Ronald Barrett to McMillan, November 1, 1976 and Mailing List for the ACU-I Commission on Educational Programs and Services, (1976-77), UOA.

312 Boyd to McMillan, February 24, 1977, UOA.

Chapter XII

1 EMU Board House Committee Meeting Minutes, December 5, 1977, UOA.

2 OSSHE Capitol Construction Biennial Description List for 1979-81, EMUA.

3 Remodeling Program for the Fishbowl, Erb Memorial Student Union: A Report from the Fishbowl Renovation Committee, (Summer 1979), EMUA.

4 Ibid., 4.

5 Ibid., 8-9.

6 Ibid., 10.

7 Ibid., 12.

8 Ibid., 14.

9 Ibid., 24.

10 Ibid., 25.

11 Ibid., 26.

12 University Planning Office to EMU Fishbowl Committee, July 31, 1979, UOA.

13 Rowe to J. I. Hunderup, November 20, 1979, 1, UOA.

14 Diane Dunlap to Fishbowl User's Group, January 25, 1980, UOA.

15 Dunlap to George Sheldon, January 28, 1980, 1-2, UOA.

16 Design Sub-committee of the Campus Planning Committee Meeting Minutes, March 14, 1980, 3-4, EMUA.

17 Ibid.

18 Ibid.

19 Hunderup to Sheldon, Eggleston, Reddick Associates, April 4, 1980, EMUA.

20 James H. McConnell to Jim Covington, May 19, 1980, EMUA.

21 Ibid.

22 McMillan to Jim and Dan Marshall, November 13, 1980.

23 Rowe to Hunderup, July 9, 1980, 1-2, EMUA.

24 Hunderup to Sheldon, Eggleston, Reddick Associates, July 29, 1980, EMUA.

25 J. K. Kahananui to Hunderup, August 26, 1980, EMUA.

26 EMU Board Meeting Minutes, September 9, 1980, UOA.

27 Hunderup to Nancy Lundburg, September 10, 1980, EMUA.

28 Harold C. Babcock to Hunderup, December 23, 1980, UOA.

29 "Grand Opening," flyer, (January 1981), UOA.

30 EMU Board Meeting Minutes, January 26, 1981, 2, UOA.

31 Dave Kleger to Bean McFadden, December 15, 1980, UOA.

32 John E. Lallas to R. E. Lieuallen, February 6, 1981, 1-2, UOA.

33 Ibid.

34 Lieuallen to Paul Olum, March 29, 1981, 1-2, UOA.

35 Special Committee to Develop Accessibility Alternatives, Evaluate Present Progress, and Recommend Resolution of Discrimination Complaint on the Basis of Handicapped Access in the EMU Fishbowl Meeting Minutes, May 4, 1981, UOA.

36 Olum to Lieuallen, June 9, 1981, UOA.

37 Lieuallen to Olum, June 18, 1981, UOA.

38 Bob Schutz to D. L. Thomas, September 10, 1981, UOA.

39 Moseley to Lieuallen, September 28, 1981, UOA.

40 Lieuallen to Moseley, October 14, 1981, UOA.

41 McMillan to Harold Babcock, January 20, 1982, UOA.

42 Ibid.

Chapter XIII.

1 EMU Board Meeting Minutes, May 29, 1980, UOA.

2 Ibid.

3 Erb Memorial Union Governance Document, (1987-88), 4-5, EMUA.

4 McMillan to Paul Olum, November 17, 1980, UOA.

5 Ibid.

6 Moseley to Olum, November 19, 1980, UOA.

7 Hawk to Joann Van Datta, December 11, 1980, UOA.

8 Rachelle Katz to EMU Board Members, October 20, 1980, UOA.

9 EMU Board Meeting Minutes, January 26, 1981, EMUA.

10 Proceedings of Public Hearing on Proposed Adoption of OAR 571-24-005 (Erb Memorial Union Child Care Center) and OAR 571-23-010 (University of Oregon Child Care and Development Center), (April 20, 1981), 1-6, UOA.

11 Muriel Jackson to Hawk, April 27, 1981, UOA.

12 Oregon Administrative Rules, University of Oregon, Chapter 571, Division 24, UOA.

13 Erb Memorial Union Child Care and Development Center Governance Document, proposed amendments, (October 9, 1989), 1-4, UOA.
14 EMU Board Meeting Minutes, November 29, 1989, 1, UOA.
15 McMillan to Shelby Ferguson, August 6, 1980, UOA.
16 Free Speech Plaza, EMU Board Building Use Policies, *Red Tape Notebook*, (1985), 147, EMUA.
17 Mark Nallia, Margie Boyd, Adam Apalategui to Peter Swan, December 6, 1984, EMUA.
18 EMU Board Meeting Minutes, April 18, 1985, UOA.
19 Ibid.
20 "False Advertising," an editorial, *The Oregon Commentator*, January 13, 1986, UOA.
21 EMU Board Meeting Minutes, March 5, 1984, 1, EMUA.
22 EMU Board Policy on Allocation of Space, (1985), 1, EMUA.
23 Ibid., 2.
24 EMU Board Policy on Revocation of Space, (1985), 1, EMUA.
25 Linda Hahn, "EMU Board subcommittee Oks altered rental policy," *Oregon Daily Emerald*, January 23, 1986.
26 Jon Neiderbach to Moseley, February 26, 1981, UOA.
27 Moseley to Neiderbach, March 6, 1981, 1-2, UOA.
28 Ibid., 2.
29 EMU Board Meeting Minutes, November 19, 1981, 1, UOA.
30 McMillan to Olum, October 29, 1982, UOA.
31 Michael Rivers, "IFC approves five percent increase in EMU budget," *Oregon Daily Emerald*, May 1986.
32 James T. Randall to Olum, May 23, 1986, UOA.
33 Ibid.
34 Olum to Steve Nelson, May 29, 1986, UOA.
35 Olum to Karen Gaffney, June 5, 1986, UOA.
36 EMU Board Budget Committee Meeting Minutes, January 22, 1988, UOA.
37 Mary Hotchkiss to Olum, July 18, 1983, UOA.
38 Olum to self, August 24, 1983, UOA.
39 EMU Board House Committee Meeting Minutes, January 16, 1984, EMUA.
40 EMU Board Meeting Minutes, February 27, 1984, EMUA.
41 Perry J. Powers to Olum, January 31, 1984, UOA.
42 William Calin to Olum, February 6, 1984, 1, UOA.

43 Olum to Powers, February 16, 1984, 1, UOA.
44 Ibid.
45 EMU Board Meeting Minutes, November 15, 1984, 1, UOA.
46 Olum to Mark Nallia, February 4, 1985, a quote by Thomas Jefferson, UOA.
47 Ibid.
48 EMU Board Meeting Minutes, May 12, 1986, 1, UOA.
49 EMU Board Meeting Minutes, June 5, 1986, a quote by Dr. Martin Luther King, Jr., 1, UOA.
50 EMU Board Meeting Minutes, May 16, 1985, 1, UOA.
51 EMU Board Meeting Minutes, November 15, 1989, 3, UOA.
52 Ibid., 2.
53 Briscoe & Berry Architects to EMU, December 14, 1979, UOA.
54 McMillan to N. Ray Hawk, February 25, 1980, UOA.
55 J. K. Kahananui to J. I. Hunderup, July 7, 1980, UOA.
56 OSSHE Capital Construction Biennial Description List for 1979-81 Authorization, EMUA.
57 EMU Board Meeting Minutes, September 9, 1980, UOA.
58 David Rowe to McMillan, February 24, 1981, UOA.
59 Agenda, Regular Public Hearing, Hearings Official, Council Chamber, April 14, 1981, 2, UOA.
60 James Spickerman, Public Hearing Findings, April 23, 1981, UOA.
61 Ibid.
62 Ibid.
63 Conditional Use Agreement, CU 81-7, (May 14, 1981), UOA.
64 Kyle McGuinn to EMU Board House Committee members, April 23, 1981, UOA.
65 EMU Board House Committee Meeting Minutes, May 19, 1981 & May 21, 1981, UOA.
66 Kahananui to Hunderup, July 15,1981, UOA.
67 EMU Staff Meeting Minutes, October 14, 1981, 1, UOA.
68 EMU Board Main Desk Committee Meeting Agenda, April 9, 1985, EMUA.
69 Jan Hosmer to Don Thomas, April 24, 1986, EMUA.
70 W. C. Neland to Ross Hall, May 9, 1986, EMUA.
71 EMU Board Meeting Minutes, June 5, 1986, 2, UOA.
72 James Robertson to Bill Moore, June 9, 1986, EMUA.
73 Facilities Division Bid Disposition Form, (February 9, 1987), EMUA.
74 EMU Board Meeting Minutes, March 9, 1987, 1, UOA.

75 Hosmer to Thomas, July 17, 1985, EMUA.

76 EMU Board Meeting Minutes, January 24, 1985, 1, UOA.

77 Dexter D. Simmons, "Converting bowling balls into Apples and Macs," *The Bulletin of the Association of College Unions-International*, 56, no.1, (January 1988), 4-7.

78 EMU Board Meeting Minutes, August 8, 1985, 1, UOA.

79 EMU Board Meeting Minutes, February 5, 1986, UOA.

80 EMU Board Meeting Minutes, April 14, 1986, 1, and May 12, 1986, 1, UOA.

81 Susan Racette to Mike Tierney, March 31, 1987, EMUA.

82 Simmons, *The Bulletin of the Association of College Unions-International*, 4-7.

83 Ibid., 7.

84 Roy Singer, "The Computer Lounge," a report, (Winter Term 1988), 1, EMUA.

85 Hosmer to Thomas, December 7, 1984, 1-2, EMUA.

86 Bill Moore to McMillan, January 18, 1985, EMUA.

87 Mac McBride to Moore, May 12, 1986, EMUA.

88 Hosmer to Moore, June 2, 1986, EMUA.

89 Racette to Thomas, May 5, 1987, EMUA.

90 EMU Staff Meeting Minutes, April 15, 1980, UOA.

91 EMU Staff Meeting Minutes, October 8, 1985, 3, EMUA.

92 EMU Board Meeting Minutes, May 11, 1988, 1, UOA.

93 Racette to Harold Babcock, February 29, 1988, EMUA.

94 McMillan to Carol McCarter, July 13, 1989, EMUA.

95 McMillan to Beth Emerson, October 16, 1989, EMUA.

96 Campus Planning Committee Capital Construction Report, 1991-93 Biennia, 50, EMUA.

97 Ibid., 44.

98 Ibid., 48.

99 Ibid., 46.

100 McMillan and Dan Williams to Deans and Department Heads, September 23, 1980, UOA.

101 EMU Board Meeting Minutes, May 11, 1988, 1, UOA.

102 State of Oregon Request for Proposal, Bid No. 58050067, (October 5, 1988), 12, UOA.

103 Request for Proposal, (April 18, 1989), UOA.

104 EMU Board Meeting Minutes, November 15, 1989, 2, UOA.

105 EMU Board Meeting Minutes, November 29, 1989, 2, UOA.

106 Schutz to Harvey H. Fox, May 10, 1982, UOA.

107 EMU Board Meeting Minutes, March 9, 1987, 4, UOA.

108 EMU Board Meeting Minutes, September 8, 1987, 1-7, UOA.

109 EMU House Committee Meeting Minutes, October 26, 1983, 2, EMUA.

110 EMU Summer Board Meeting Minutes, August 22, 1984, UOA.

111 EMU Board Meeting Minutes, September 29, 1987, 4, UOA.

112 EMU Staff Meeting Minutes, October 8, 1985, 2, EMUA.

113 Lease Extension Agreement, (May 18, 1982), EMUA.

114 David T. Howard to Racette, October 20, 1987, EMUA.

115 EMU Board Meeting Minutes, December 2, 1980, UOA.

116 EMU Board Meeting Minutes, February 26, 1981, UOA.

117 EMU House Committee Meeting Minutes, October 26, 1983, 1, EMUA.

118 EMU Board Meeting Minutes, April 14, 1986, 2, UOA.

119 Ad Copy, *Daily Journal of Commerce*, July 8, 1987, EMUA.

120 Bid Opening Summary, (July 31, 1987), EMUA.

121 Lease Agreement, (September 21, 1987), EMUA.

122 Racette to Jim Williams and Bob Spencer, July 1, 1988, EMUA.

123 EMU Board Meeting Minutes, April 2, 1980, 1, UOA.

124 EMU Board Meeting Minutes, August 19, 1980, 1, UOA.

125 Dennis Reynolds to McMillan, June 20, 2002.

126 EMU Personnel Years of Service List, (1997), EMUA.

127 EMU Board Meeting Minutes, September 29, 1987, 4, UOA.

128 EMU Staff Meeting Minutes, October 8, 1985, 2, EMUA.

129 Ibid., 1.

130 "Erb Memorial Union Self Study Report," (November 11, 1988), based on the College Union Assessment Model (CUAM), 1, EMUA.

131 Ibid.

132 Ibid, 2-8.

133 Ibid, 9-12.

134 "Erb Memorial Union," Student Affairs Annual Report (1980-81), 4, UOA.

135 "EMU Club Sports," *EMU Brochure*, (1987-88), 9, UOA.

136 Club Sports Commentary, accompanying the 1982-83 budget proposal, UOA.

137 "Erb Memorial Union," Student Affairs Annual Report (1980-81), 6-7, UOA.

138 Ibid., 7.

139 Bruce V. Mason, "The Outdoor Program in the 80's," *Free Country Times*, Winter 1981, 3-5, UOA.

140 EMU Staff Meeting Minutes, January 6, 1982, 1, UOA.
141 "Erb Memorial Union," Student Affairs Annual Report, (1980-81), 5, UOA.
142 EMU Craft Center Bulletin, (Winter Term 1980), 1, UOA.
143 EMU Craft Center Bulletin, (Summer Term 1981), 1, UOA.
144 "Erb Memorial Union," Student Affairs Annual Report, (1980-81), 6, UOA.
145 Ibid.
146 "EMU Child Care Centers," *EMU Brochure*, (1987-88), 13, UOA.
147 Ibid.
148 "Erb Memorial Union," Student Affairs Annual Report, (1980-81), 4, UOA.
149 Cultural Forum Flyer, (Fall Term, 1980), UOA.
150 Frank Geltner to McMillan, January 22, 1981, UOA.
151 "EMU Cultural Forum," *EMU Brochure*, (1987-88), 4, UOA.
152 EMU Board Meeting Minutes, April 2, 1980, 1, UOA.
153 EMU Board House Committee Meeting Minutes, May 19, 1981 and May 21, 1981, UOA.
154 "Erb Memorial Union," Student Affairs Annual Report, (1980-81), 3, UOA.
155 Ibid., 1.
156 "EMU Recreation Center," *EMU Brochure*, (1987-88), 10, UOA.
157 Frank Geltner to EMU Board, August 27, 1982, 1-2, UOA.
158 A petition from 11 students to EMU House Committee, undated, UOA.
159 "EMU Programs and Campus Activities Office," *EMU Brochure*, (1982-83), 8, UOA.
160 "EMU Student Activities Resource Office," *EMU Brochure*, (1987-88), 8, UOA.
161 Ibid.
162 Ibid.
163 Ibid.
164 Jeffery Osanka to Olum, April 16, 1985, UOA.
165 EMU Board Meeting Minutes, August 19, 1980, 3, UOA.
166 "EMU Campus Copy Center," EMU Brochure, (1987-88), 11, UOA.
167 EMU Board Meeting Minutes, January 24, 1985, 2, UOA.
168 EMU Board Meeting Minutes, January 16, 1986, 1, UOA.
169 EMU Board Meeting Minutes, November 21, 1985, 1, UOA.
170 EMU Board Meeting Minutes, November 15, 1989, 1, UOA.
171 Adell McMillan, "Re-energizing Ourselves: How to Stay Alive and Alert in this Field after Forty," in *Proceedings of the Annual Conference*, ed. Maria Kent and A. B. Courier, (Stanford, California: Association of College Unions-International, 1980), 54.

172 Adell McMillan, "Visions, the Future through the Eyes of the Past," in *Proceedings of the Annual Conference*, ed. Maria Kent, (Bloomington, Indiana: Association of College Unions- International, 1981), 11.
173 "Other Business," Ibid., 160.
174 "Presidential Remarks," Ibid., 163.
175 "Annual Report of the Vice President for Regional Affairs," in *Proceedings of the Annual Conference*, ed. Nancy T. Davis, (Bloomington, Indiana: Association of College Unions- International, 1987), 116.
176 "Committee on Computer Applications (COCA)," Ibid., 120.
177 "Butts-Whiting Award," Ibid., 145.
178 "Regional Representatives," in *Proceedings of the Annual Conference*, ed. Shawn MacLaren, (Bloomington, Indiana: Association of College Unions-International, 1989), 88.
179 "Executive Director's Report," Ibid., 105.

Chapter XIV

1 McMillan to David Rowe, March 23, 1981, UOA.
2 Description of Items within Tentative Listing of Institutional Requests for Capital Construction for 1983-85, Oregon State Board of Higher Education, Exhibit III, 8, EMUA.
3 McMillan to Ballroom Renovation User Group, November 7, 1983, EMUA.
4 J. I. Hunderup to Rowe, October 30, 1984, EMUA.
5 Richard S. Perry to David B. Slusarenko, January 24, 1985, 1-2, EMUA.
6 Slusarenko to Perry, February 20, 1985, 1-2, EMUA.
7 lusarenko to McMillan, October 25, 1985, EMUA.
8 Slusarenko to McMillan, March 25, 1985, EMUA.
9 Slusarenko to McMillan, April 3, 1985, EMUA.
10 Joanne Hugi to Daniel A. Williams, May 24, 1985, EMUA.
11 Design Concept, a paper, May 22, 1985, EMUA
12 Ibid., 1.
13 Ibid., 2.
14 Ibid.

15 Ibid., 2-3.
16 Ibid., 3.
17 Ibid., 4.
18 Ibid.
19 Arthur E. Mancl to Guthrie, Slusarenko, Leeb, July 5, 1985, EMUA.
20 Slusarenko to Rowe, June 26, 1985, EMUA.
21 Slusarenko to Rowe, July 2, 1985, EMUA.
22 Slusarenko to Rowe, July 29, 1985, EMUA.
23 Ibid.
24 Ibid.
25 Ballroom User Group Meeting Minutes, July 31, 1985, 1-2, EMUA.
26 Rowe to Neland, August 5, 1985, 1-3, EMUA.
27 Mancl to Guthrie, Slusarenko, Leeb, August 14, 1985, EMUA.
28 Paul E. Franks to Rowe, August 26, 1985, EMUA.
29 Nancy Lindburg to various Glass Artists, March 27, 1986, EMUA.
30 "% for Art collection update, Erb Memorial Union, University of Oregon," *Oregon Arts News*, (Oregon Arts Commission) June 1986, 5, EMUA.
31 Jackie Miller to McMillan, June 18, 1986, EMUA.
32 Lindburg to Miller, August 29, 1986, EMUA.
33 Miller to Frank Geltner, undated, EMUA.
34 Ballroom User Group Meeting Minutes, September 16, 1985, EMUA.
35 EMU Staff Meeting Minutes, October 8, 1985, EMUA.
36 Slusarenko to Rowe, November 12, 1985, 1-2, EMUA.
37 Slusarenko to Rowe, December 24, 1985, EMUA.
38 Rowe to Neland, November 7, 1985, 1-4, EMUA.
39 Project Manual, Ballroom Level Improvements, Erb Memorial Union, (October 31, 1985), Division A., 1, EMUA.
40 Ibid., Section 01010, 3.
41 Ibid., Section 06420, 2.
42 Ibid., Section 06455, 1-2 and Section 08214, 1-2.
43 "A Guide to the Renovation of the Erb Memorial Union Ballroom Level," a brochure, (January 1986), EMUA.
44 Ibid.
45 Project Manual, Section 09680, 3-4.
46 Ibid., Section 12600, 1-2.
47 Ibid.
48 Rowe to Neland, December 24, 1985, EMUA.

49 Harold Babcock and Rowe to Neland, January 15, 1986, 1-2, EMUA.
50 Ibid.
51 Newland to Hyland & Sons, January 21, 1986, EMUA.
52 Slusarenko to Rowe, January 20, 1986, 1-6, EMUA.
53 Garry Fritz to Lois Eagleton, April 16, 1986, EMUA.
54 Rowe to McMillan, August 27, 1986, EMUA.
55 Press Release, University News Bureau, August 25, 1986, 1-2, EMUA.
56 James Thalman, "UO dedicates remodeled EMU ballroom," *The Register-Guard*, August 26, 1986, sec. B., p. 1.
57 Ibid.
58 Ibid., 1-2.
59 Press Release, August 25, 1986, 2.
60 Press Release, August 25, 1986, 2.

Chapter XV

1 Chris Ramey to George Pernsteiner, November 27, 1989, EMUA.
2 "Outdoor Program Storage Facility Project Summary," University Planning Office/ Outdoor Program, (1990), 9, EMUA.
3 Bruce Mason to Outdoor Program Barn Committee, August 22, 1989, EMUA.
4 "Outdoor Program Storage Facility Project Summary," 10.
5 Account Summary, Outdoor Program Equipment Barn, List #3, October 11, 1989, EMUA.
6 Levinski to Oakley Glenn, Bruce McKinlay, Marjory Ramey and Sandy Walton, January 3, 1990, EMUA.
7 EMU Outdoor Program Storage Facility Site Selection Committee Meeting Minutes, January 12, 1990, 1-3, EMUA.
8 Levinski to McMillan, January 15, 1990, EMUA.
9 EMU Outdoor Program Storage Facility Site Selection Committee Meeting Minutes, January 19, 1990, 1-3, EMUA.
10 Ibid., 3.
11 Muriel K. Jackson to McMillan and David Rowe, January 25, 1990, EMUA.
12 Rowe to Jackson, January 29, 1990, EMUA.
13 Ramey to Pernsteiner.
14 Carla Levinski to EMU Outdoor Program User Group and Campus Planning Committee Implementation Subcommittee, December 20, 1989, EMUA.
15 Levinski to EMU Outdoor Program User Group, etc.

16 Levinski to Michael Marczuk and Jim Bernhard, March 19, 1990, 1-2, EMUA.
17 Ibid.
18 Levinski to Marczuk, March 22, 1990, EMUA.
19 EMU Board Meeting Minutes, July 22, 1991, 1, UOA.
20 Chris Ramey to Dan Williams and McMillan, August 20, 1991, EMUA.
21 Ibid.
22 "University of Oregon Outdoor Program Trip Facility Campaign," a brochure, (1991), 6, EMUA.
23 EMU Outdoor Storage Facility Statement of Fund Balance, July 10, 1992, EMUA.
24 Chris Ramey to Douglas Beauchamp, August 16, 1995, EMUA.
25 Jan Oliver to Buster Simpson, June 2, 1995, EMUA.
26 Ramey to Beauchamp.
27 Dan Geiger to Susan Racette and Dusty Miller, January 8, 1996, EMUA.
28 Ibid.

Chapter XVI

1 EMU Board Meeting Minutes, July 22, 1991, 1, UOA.
2 EMU Board Meeting Minutes, September 24, 1991, 1, EMUA.
3 Norman K. Wessells to Adell McMillan, December 9, 1991.
4 Printed Invitation to McMillan's retirement party, January 11, 1992.
5 EMU Board Meeting Minutes, March 3, 1992, 1, UOA.
6 "New UO Student Union Director Takes Post," press release, University News Bureau, June 30, 1992, EMUA.
7 Ibid.
8 Ibid.
9 Miller to EMU Programs and Departments, March 18, 1994, EMUA.
10 Dusty Miller to EMU Staff and Occupants, May 9, 1994, EMUA.
11 EMU Board Meeting Minutes, May 11, 1994, 1-2, EMUA.
12 Miller's Director's Report to EMU Board, September 15, 1994, EMUA.
13 Miller to Duane Partain, August 24, 1994, EMUA.
14 Miller to EMU Staff, November 18, 1994, EMUA.
15 EMU Board Meeting Minutes, November 30, 1994, 1, EMUA.
16 Gerard Moseley to Miller and Jane DeGidio, July 6, 1994, EMUA.
17 Miller to EMU Staff, October 19, 1994, EMUA.

18 Miller to EMU Board Members, May 17, 1995, EMUA.
19 John Moseley, Lorraine Davis, Dan Williams and Jan Oliver to Faculty and Staff of Academic Support and Student Services, July 21, 1995, 1, 4, EMUA.
20 Ibid.
21 Ibid.
22 Ibid.
23 Susan Racette and Frank Geltner to EMU Staff, July 26, 1995, 1-2, EMUA.
24 Miller to Dan Williams, July 1, 1996, UOA.
25 Miller to Geltner, September 4, 1996, EMUA.
26 Linda L. King to Management Service Employees, October 23, 1996, EMUA.
27 Administration Staff Meeting #12 Minutes, May 8, 1997, EMUA.
28 Miller to Stephanie Dixon, July 1, 1996, EMUA.
29 Miller to EMU Staff, December 5, 1996, EMUA.
30 Frank Geltner, interview by author, Eugene, Oregon, July 24, 1997, 14.
31 Ibid.
32 Miller to Chris Brown, February 19, 1998, EMUA.
33 Miller to EMU Staff, May 13, 1997, EMUA.
34 Miller to Chris Brown, May 20, 1998, EMUA.
35 Mike Stahlberg, "Mr. Outdoors Goes to Sea," *Register-Guard*, May 20, 1999, sec. D., p. 7-8.
36 Ibid.
37 EMU Board Meeting Minutes, October 11, 1995, 3, EMUA.
38 "Past president Ellingson dies," *Bulletin*, Association of College Unions—International, 63, no. 6, (November 1995): 28.
39 EMU Board Meeting Minutes, August 21, 1990, EMUA.
40 Cancellation of Lease Agreement, (June 5, 1992), EMUA.
41 EMU Board Meeting Minutes, June 9, 1992, 1, UOA.
42 Racette notes to the file, August 12, 1992, EMUA.
43 Ad Copy, October 26, 1990, EMUA.
44 EMU Board Meeting Minutes, December 3, 1990, UOA.
45 Racette to Donald Chapin, December 5, 1990, EMUA.
46 Lease Agreement with All Ways Travel, (January 1, 1991), EMUA.
47 Notes to the File, All Ways Travel, January 24, 1997, EMUA.
48 EMU Board Meeting Minutes, December 4, 1996, 2, EMUA.
49 Director's Report to the EMU Board, (April 2, 1997), 1, EMUA.

50 Director's Report to the EMU Board, (April 23, 1997), EMUA.
51 Director's Report to the EMU Board, (May 7, 1997), EMUA.
52 EMU Board Meeting Minutes, November 20, 1991, 2, UOA.
53 Computer Center Proposal, (January 10, 1992), UOA.
54 EMU Board Meeting Minutes, January 15, 1992, 1-2, UOA.
55 Leanne Nelms, "Computer labs offer wide range of equipment," *Oregon Daily Emerald*, September 21, 1998, sec. B, p. 8.
56 EMU Board Meeting Minutes, June 4, 1992, 2-3, UOA.
57 Ibid., 1-2.
58 EMU Board Meeting Minutes, June 9, 1992, 1-5, EMUA.
59 EMU Board Committee Meeting Minutes, June 18, 1992, 1-3, EMUA.
60 EMU Board Committee Meeting Minutes, June 29, 1992, 1-3, UOA.
61 EMU Board Meeting Minutes, July 10, 1992, 1, EMUA.
62 Karen Logvin to ASUO President Bobby Lee and EMU Board Members, October 13, 1992, EMUA.
63 Gerard Moseley to Miller, October 28, 1992, EMUA.
64 Miller to Moseley, November 17, 1992, EMUA.
65 Moseley to Myles Brand and John Moseley, December 23, 1992, EMUA.
66 Geltner interview, 16-17.
67 Geltner interview, 19.
68 Miller to EMU Board, March 23, 1994, 1-2, EMUA.
69 EMU Board Meeting Minutes, May 25, 1994, 1, EMUA.
70 Request for Proposal, (June 10, 1994), EMUA.
71 Joanne Hugi to Miller, July 7, 1994, EMUA.
72 Tom Urban to EMU Board, July 1994, EMUA.
73 Michael Drennan to Miller, July 8, 1994, EMUA.
74 Racette, notes to the file, July 13, 1994, EMUA.
75 Miller to Hugi, July 14, 1994, EMUA.
76 Miller to Drennan, July 15, 1994, EMUA.
77 Geltner interview, 19.
78 Director's Report to the EMU Board, (October 23, 1996), 1, EMUA.
79 EMU Board Meeting Minutes, October 30, 1996, EMUA.
80 EMU Board House Committee Minutes, February 12, 1997, 2, EMUA.
81 Angie Suchy, "Footnotes may have to relocate," *Oregon Daily Emerald*, February 23, 1997, p. 1.

82 Kim Guevara to EMU Office Holders, April 11, 1997, EMUA.
83 Geltner interview, 18.
84 Gwen Tistadt to EMU Board, January 27, 1997, EMUA.
85 Weston H. Morrill to EMU Board, January 27, 1997, EMUA.
86 Dan Williams to Guevara, March 4, 1997, EMUA.
87 EMU Board Meeting Minutes, January 21, 1998, 2, EMUA.
88 Project Supplement Agreement, (March 2, 1998), EMUA.
89 Alex Gordon to Jim Robertson and Chris Wilson, March 24, 1998, EMUA.
90 James L. Thomas to Robertson/Sherwood/Architects, May 5, 1998, EMUA.
91 EMU Board Committee Meeting Minutes, June 29, 1992, 1, EMUA.
92 Request for Proposal, (July 23, 1993), 1, EMUA.
93 William N. Savage to EMU ATM Proposal, August 12, 1993, 1-4, EMUA.
94 Virginia E. Helmer to Susan Racette, May 3, 1996, EMUA.
95 Racette to Helmer, September 30, 1996, EMUA.
96 Racette to Dave Barta, November 26, 1996, EMUA.
97 Mona Burns to Racette, June 11, 1998, EMUA.
98 EMU Board Meeting Minutes, May 3, 1995, EMUA.
99 Judy Riedl to Miller, August 5, 1996, EMUA.
100 Ibid.
101 Project Budget Estimate by Robertson/Sherwood/Architects, (February 7, 1990), EMUA.
102 EMU Board House Committee Meeting Minutes, February 13, 1990, 1, EMUA.
103 EMU Board Meeting Minutes, November 7, 1990, EMUA.
104 Garry Fritz to George Pernsteiner, January 11, 1991, EMUA.
105 Project Manual, EMU Club Sports Addition, (March 11, 1991), Division A, EMUA.
106 Bid Tabulation Sheet, Club Sports Office Addition, (April 3, 1991), EMUA.
107 Randy Nishimura to Alex Gordon, October 15, 1991, EMUA.
108 Mike Tierney to Sandi Godsil, February 7, 1992, EMUA.
109 EMU Board House Committee Meeting Minutes, October 8, 1991, 1-2, EMUA.
110 "Space Audit Guidelines," EMU Board House Committee, (October 29, 1991), UOA.
111 Racette to EMU Board House Committee, November 13, 1991, 1-2, UOA.
112 EMU Board Meeting Minutes, November 20, 1991, 1, UOA.
113 EMU Board House Committee Meeting Minutes, December 2, 1991, 2, UOA.
114 Steve Gunn to Merv Whitaker, December 16, 1991, EMUA.

[115] EMU Board Meeting Minutes, January 15, 1992, 2-3, EMUA.
[116] Miller to All in the EMU, October 19, 1994, EMUA.
[117] Miller to EMU Administrative and Food Service Staff, November 9, 1994, EMUA.
[118] EMU Board House Committee Meeting Minutes, October 8, 1991, 1, EMUA.
[119] EMU Board Meeting Minutes, October 30, 1994, UOA.
[120] EMU Board Meeting Minutes, June 4, 1992, 4, EMUA.
[121] Gary Fritz to Miller, December 14, 1992, EMUA.
[122] EMU Board Meeting Minutes, January 4, 1993, 1, EMUA.
[123] EMU Board Meeting Minutes, November 30,1994, 2, EMUA.
[124] EMU Board House Committee Meeting Minutes, January 18, 1995, 1, EMUA.
[125] Statement of Purpose, Courtyard Project, (1996-97), EMUA.
[126] Susan Hilton to Various Individuals, January 15, 1997, EMUA.
[127] Ibid.
[128] Matthew Scotten and Glen Banfield to ASUO Student Senators, April 11, 1997, 1-2, EMUA.
[129] Scotten and Banfield to David Frohnmayer, April 17, 1997, EMUA.
[130] Frohnmayer to Scotten and Banfield, April 18, 1997, EMUA.
[131] Director's Report to the EMU Board, (April 23, 1997), EMUA.
[132] Campus Planning Committee Meeting Minutes, June 5, 1997, 1-2, EMUA.
[133] Miller to EMU Board Members, September 16, 1997, EMUA.
[134] EMU Board Meeting Minutes, December 4, 1997, 1, EMUA.
[135] Erb Memorial Union Courtyard Bid Specifications, Division I—Section 01010, (August 25, 1997, 1, EMUA.
[136] Erb Memorial Union University Courtyard, "Schematic Site Plan." Cameron-McCarthy- Gilbert Architects, (June 5, 1997), EMUA.
[137] EMU Bronze Plaque @ EMU Courtyard, (January 7, 1998), EMUA.
[138] EMU Board Meeting Minutes, January 21, 1998, 3, EMUA.
[139] Larry K. Gilbert to Fred Tepfer, March 26, 1998, 1, EMUA.
[140] EMU Board Meeting Minutes, March 4, 1998, 2, EMUA.
[141] "University architect receives design award," *Oregon Daily Emerald*, June 1, 1999, p. 7.
[142] Christopher Ramey, "Spaces for communities to exchange ideas. . . a fifty-year history of a space returned to its community," Association of University Architects 1998 Case Study Abstract, 4.
[143] Miller to Truman Baird, May 7, 1993, EMUA.

[144] Racette to Miller, Dana Winitzky, Merv Whitaker, and Geltner, June 23, 1993, EMUA.
[145] Cameron Hyde to Garry Fritz, November 2, 1993, EMUA.
[146] Miller to EMU Staff and Occupants, May 9, 1994, EMUA.
[147] Facilities Services Bid Disposition Form, (May 14, 1994), EMUA.
[148] Miller to EMU Staff and Occupants, May 18, 1994, EMUA.
[149] Miller to George Hecht, January 22, 1993, EMUA.
[150] Miller to Dennis Carr, Racette, Geltner and Tom Urban, March 22, 1993, EMUA.
[151] EMU Annual Report, (1992-93), 1, EMUA.
[152] Interagency Loan Agreement, (October 13, 1993), EMUA.
[153] Gary Fritz to Pernsteiner, November 29, 1993, EMUA.
[154] EMU Director's Report, (April 28, 1994), EMUA.
[155] EMU Board Meeting Minutes, May 11, 1994, 2, EMUA.
[156] Fritz to Linda Jordon, May 19, 1994, EMUA.
[157] J. Truman Baird to Landis & Gyr Powers, Inc., June 20, 1994, EMUA.
[158] Baird to JKG Electric, July 8, 1994, EMUA.
[159] Project Acceptance Notification, (March 25, 1997), EMUA.
[160] EMU Board Meeting Minutes, June 3, 1993, 2, EMUA.
[161] Miller to EMU Board Members, July 11, 1994, EMUA.
[162] Geltner to EMU Program Staff Members, January 30, 1992, EMUA.
[163] EMU Program Staff Meeting Minutes, February 12, 1992, 1-2, EMUA.
[164] Racette to Miller, Tom Urban and Merv Whitaker, January 20, 1993, EMUA.
[165] James Robertson to Wally Gresl, June 22, 1993, EMUA.
[166] EMU Board Meeting Minutes, November 30, 1994, 2, EMUA.
[167] Miller to EMU Board Members, January 9, 1995, EMUA.
[168] Ibid., 2.
[169] EMU Board House Committee Meeting Minutes, February 20, 1995, 2, EMUA.
[170] EMU Board House Committee to Cultural Forum, etc., May 11, 1995, EMUA.
[171] EMU Board Meeting Minutes, October 23, 1995, EMUA.
[172] James Robertson to Geltner, November 3, 1995, EMUA.
[173] Racette to Shelley Sutherland, Dana Winitzky, Sandi Godsil and Patrick Chinn, June 12, 1998, EMUA.
[174] Racette to Hazel Edwards, August 14, 1998, EMUA.
[175] EMU Board House Committee Meeting Minutes, April 26, 1995, EMUA.

176 Debra Gwartney, "Poveys' panels see light again," *Oregonian*, December 26, 1998, sec. B. p. 1, 3.
177 Ibid.
178 Miller to Theresa Coleman-Kaiser, Racette and Geltner, August 17, 1985, EMUA.
179 James M. Robertson to Racette, September 21, 1995, EMUA.
180 Miller to Coleman-Kaiser and Racette, September 21, 1995, EMUA.
181 Miller to EMU Board Members, January 10, 1996, EMUA.
182 Notes to the File, Main Desk Convenience Store, (1995), EMUA.
183 Miller to EMU Board Members, January 10, 1996, EMUA.
184 EMU Board Meeting Minutes, January 10, 1996, 3, EMUA.
185 Racette to Thomas, Hazel Edwards, Mary Hatfield and Mike Tierney, December 6, 1995, EMUA.
186 Racette to Miller and Dana Winitzky, November 17, 1995, 1-2, EMUA.
187 Virginia Johnson to Miller, December 14, 1995, EMUA.
188 Dan Williams to Robertson/Sherwood Architects, 2G Construction, Inc. and Garry Fritz, February 5, 1996, 1-2, EMUA.
189 EMU Administrative Staff Meeting Minutes, March 14, 1996, 3, EMUA.
190 EMU Board Meeting Minutes, April 3, 1996, 1, EMUA.
191 Chris Ramey to George Pernsteiner, June 12, 1995, EMUA.
192 Pernsteiner to Williams, June 12, 1995, EMUA.
193 George Hecht to Williams, March 14, 1996, EMUA.
194 Walter Gresl to Garry Fritz, October 23, 1966, 1-2, EMUA.
195 Dennis Reynolds to Miller, October 30, 1996, 1-2, EMUA.
198 Racette to Miller, December 15, 1997, EMUA.
197 Miller and Thomas J. Mills to Various Interested Parties, October 21, 1996, EMUA.
198 Director's Report to the EMU Board, (November 20, 1996), EMUA.
199 Director's Report to the EMU Board, (April 2, 1997), 1. EMUA.
200 James M. Robertson to Miller, June 9, 1997, EMUA.
201 Miller to Robertson, June 17, 1997, EMUA.
202 Erb Memorial Union Elevator Feasibility Study Options B and C. (September 24, 1997), 1- 10, EMUA.
203 Ibid.
204 Ibid.
205 Ibid.
206 Ibid.
207 EMU Board Meeting Minutes, March 4, 1998, 2, EMUA.
208 Miner and Johnson to Frohnmayer, April 20, 1998, EMUA.

209 Miller to Fritz, July 7, 1998, EMUA.
210 James Robertson to Miller, July 13, 1998, 1-2, EMUA.
211 Miller to Robertson/Sherwood Architects, July 17, 1998. EMUA.
212 Chris Ramey to Various Individuals, July 31, 1998, EMUA.
213 Amy Goldhammer, "New elevator is planned for EMU," *Oregon Daily Emerald*, September 21, 1998, sec. A., p. 17.
214 Wilson to Miller, December 28, 1998, EMUA.
215 Miller to Wilson, December 30, 1998, EMUA.
216 Wilson to Miller, December 30, 1998, EMUA.
217 Advertisement for Bids, (January 7, 1999), EMUA.
218 Alex Gordon to Miller, Racette, and Winitzky, February 15, 1999, EMUA.
219 Miller to Fritz and Ramey, February 19, 1999, EMUA.
220 Ibid.
221 Miller to Truman Baird, February 19, 1999, EMUA.
222 Letter of Intent, The Oregon Campaign, University of Oregon Foundation, March 2, 1999, EMUA.
223 Notes to the File, per Baird, March 3, 1999, EMUA.
224 Notes to the File, Susan Racette, (undated), EMUA.
225 EMU Purchase Order, (August 28, 1998), EMUA.
226 Debby Martin to Dave Frohnmayer, July 25, 1996, EMUA.
227 Chris Kenning, "Gallery renamed for art advocate," *Oregon Daily Emerald*, February 13, 1998, p. 4.
228 "EMU gallery renamed for McMillan, *News & Views*, February 1998.
229 EMU Board Meeting Minutes, April 15, 1998, 1, EMUA.
230 University of Oregon Foundation Endowment Fund Agreement, (April 1998), 1.
231 EMU Board Meeting Minutes, April 26, 1990, EMUA.
232 NOTICE from Justin McKenna, (Summer 1990), EMUA.
233 EMU Board Meeting Minutes, May 16, 1991, EMUA.
234 EMU Board Meeting Minutes, October 23, 1995, EMUA.
235 EMU Board Meeting Minutes, February 7, 1991, 2, UOA.
236 ASUO Student Senate News Release, (October 28, 1991), 1-2, EMUA.
237 EMU Board Meeting Minutes, October 30, 1991, 1, UOA.
238 Adell McMillan to Myles Brand, October 31, 1991, EMUA.
239 EMU Board Meeting Minutes, November 29, 1991, UOA.
240 EMU Board Meeting Minutes, February 5, 1992, 2, UOA.
241 EMU Annual Report, (1992-93), 2, EMUA.
242 Miller to Matt Hasek, November 10, 1993, 1-2, EMUA.

243 EMU Annual Report, (1993-94), 3, EMUA.
244 EMU Board Meeting Minutes, November 20, 1995, 2, EMUA.
245 "Growing Pains," an editorial, *Oregon Daily Emerald*, November 19, 1999, p. 2.
246 Miller to Judy Ashcraft, February 4, 1994, EMUA.
247 Dusty Miller, "New Cleaning Program," a notice, (1994), EMUA.
248 Miller to EMU Board Members, May 17, 1995, EMUA.
249 Lucynda Boogaard to EMU Board Members, April 14, 1997, EMUA.
250 EMU Board Meeting Minutes, May 7, 1997, 2, EMUA.
251 Miller to Dennis Carr, Racette, Geltner and Tom Urban, March 22, 1993, EMUA.
252 James Robertson to Chris Ramey, July 5, 1993, 1-2, EMUA.
253 Ibid.
254 Robertson/Sherwood Architects, Feasibility Study, (June 5, 1993), 1-4, EMUA.
255 EMU Board Meeting Minutes, December 1, 1993, 2, EMUA.
256 Myles Brand to Eddie Beanes, February 14, 1990, UOA.
257 Ibid.
258 Myles Brand to McMillan, February 14, 1990, UOA.
259 Ibid.
260 EMU Board Meeting Minutes, March 7, 1990, 1, EMUA.
261 EMU Board Meeting Minutes, June 3, 1993, 1, EMUA.
262 Request for Proposal, (July 8, 1993), EMUA.
263 Ibid.
264 Miller to EMU Board Members, August 5, 1993, 1, EMUA.
265 Racette to Miller and Theresa Coleman-Kaiser, October 21, 1996, EMUA.
266 Carl Sherwood to Garry Fritz, August 20, 1993, 1-2, EMUA.
267 Susan Racette, Budget/Expense Report, undated, EMUA.
268 Racette to Peter Swan, March 13, 1997, 1-2, EMUA.
269 EMU Board Meeting Minutes, May 11, 1994, 1, EMUA.
270 Dennis Carr to Andrew Bonamici, March 20, 1992, EMUA.
271 Miller to EMU Board Members, July 11, 1994, EMUA.
272 Miller to EMU Board Members, February 8, 1995, EMUA.
273 Racette to Bonamici, April 10, 1998, EMUA.
274 EMU Board Meeting Minutes, May 18, 1992, 2, UOA.
275 Miller to EMU Food Service Employees, Summer 1994, EMUA.
276 Russell Donnelly to Miller, October 27, 1995, EMUA.
277 Miller to Donnelly, November 3, 1995, EMUA.
278 EMU Operations Staff Meeting Minutes, September 11, 1995, EMUA.

279 Miller to EMU Food Service Employees, Summer 1994, EMUA.
280 Miller to Fred Babcock, June 10, 1996, EMUA.
281 Miller to Gordon, January 12, 1999, EMUA.
282 Lease Agreement, U of O Bookstore/Law School, (June 14, 1999), 1-2, 7, EMUA.
283 Lease Agreement, Subway Real Estate Corp., (October 29, 1997), 1, EMUA.
284 EMU Board Meeting Minutes, November 5, 1997, 1, EMUA.
285 EMU Program Staff Meeting Minutes, February 3, 1992, 2, EMUA.
286 EMU Board Meeting Minutes, March 3, 1992, 2, EMUA.
287 Letter to Administrative Staff, undated, 1992, EMUA.
288 "A Working Paper for Discussion Only, Proposal: Reducing Costs in the Erb Memorial Union, (March 5, 1992), 1, EMUA.
289 Geltner and Racette to Incidental Fee Committee Members, March 6, 1992, EMUA.
290 Daralyn Trappe, "EMU directors clash with IFC over budgets," *Oregon Daily Emerald*, March 16, 1992, pp. 1, 4, 7.
291 Myles Brand to Racette and Geltner, April 22, 1992, 1-2, EMUA.
292 Miller to Myles Brand, July 2, 1992, EMUA.
293 Brand to Miller, July 10, 1992, EMUA.
294 EMU Annual Report, (1992-93), 1, EMUA.
295 Miller to EMU Board Members, August 5, 1993, 1, EMUA.
296 Joe Grube to Brand, February 11, 1993, 1-2, EMUA.
297 Brand to Grube, Bobby Lee and Steve Massat, February 23, 1993, 1-3, EMUA.
298 Ibid., 1-2.
299 Ibid., 2-3.
300 Ibid., 3.
301 Brand to Grube, Lee, Massat, Eric Bowen and Sara Dodge, May 18, 1993, EMUA.
302 Moseley to ASUO Executive, EMU Board and IFC, October 12, 1993, 1-2, EMUA.
303 EMU Board Meeting Minutes, November 3, 1993, 2, EMUA.
304 Ibid.
305 EMU Board Meeting Minutes, November 17, 1993, 2, EMUA.
306 Jian Liu to ASUO Constitution Court and Eric Bowen, October 29, 1992, EMUA.
307 Statement by Representatives of the ASUO Executive, EMU Board and IFC, (November 18, 1993), UOA.
308 EMU Board Meeting Minutes, February 23, 1994, EMUA.
309 Cheryl Hunter to ASUO Programs, ASUO Executive, IFC, Student Senators, EMU Board Members, and ASUO Constitution Court, March 23, 1994, EMUA.
310 Ibid.

311 Ibid.
312 EMU Board Governance Document, (revised May 4, 1994), EMUA.
313 Moseley to Margaret Chatfield, April 20, 1994, EMUA.
314 Miller to EMU Board Members, August 2, 1994. EMUA.
315 Miller to EMU Board Members, March 31, 1995, EMUA.
316 Director's Report to the EMU Board, (April 2, 1997), 1, EMUA.
317 Bill Miner, Michelle Johnson and Selena Brewington to Frohnmayer, April 10, 1998, EMUA.
318 EMU Mission Statement, (1997), EMUA.
319 Dusty Miller, "The EMU: What is its mission?" (Mid-1990s), 2, EMUA.
320 EMU Annual Report, (1992-93), EMUA.
321 Cultural Forum Press Release, (August 1994), EMUA.
322 Cultural Forum Press Release, (September 1994), EMUA.
323 EMU Board Meeting Minutes, September 28, 1994, 1, EMUA.
324 Ibid.
325 Miller to Gerry Moseley, September 29, 1994, EMUA.
326 John Moseley to Miller, September 29, 1994, EMUA.
327 EMU Board Meeting Minutes, Ocorber 15, 1994, 1-2, EMUA.
328 Jane Orleman to Miller, September 21, 1994, EMUA.
329 Vincent Dunn to David Frohnmayer, September 24, 1994, EMUA.
330 Debbie Martin and Delta Smith to Miller, July 10, 1997, 1-2, EMUA.
331 Ibid., 2.
332 Miller to Martin and Smith, July 18, 1997, 1-2, EMUA.
333 Cultural Forum Annual Report, (1995-96), 1-3, EMUA.
334 Peter Breaden, "Cultural Forum brings Bob Dylan to Mac Court," *Oregon Daily Emerald*, September 21, 1998, sec. D, p. 22.
335 Felicity Ayles, "Mac Court schedule creates conflict between sports, concerts," *Oregon Daily Emerald*, November 10, 1998, sec. F, p. 6.
336 Jack Clifford, "Joules Graves, Dan Bern headline Willamette Valley Folk Fest," *Oregon Daily Emerald*, May 21, 1999, sec. B, p. 3.
337 Lisa Toth, "Students congregate to watch election results roll in," *Oregon Daily Emerald*, November 8, 2000, sec. F, p. 6.
338 "Erb Memorial Union Programs and Services, a Guide to the Building," (September 1991), 5, EMUA.
339 Ibid., 5-6.
340 Miller to EMU Board Members, April 4, 1994, EMUA.

341 EMU Administrative Staff Meeting Minutes, January 25, 1996, 3, EMUA.
342 "CCDC Issues 1996-97," a paper, (October 29, 1996), EMUA.
343 "A Celebration and the Challenges for 1996-97," a report, (November 1996), 1-2, EMUA.
344 Dennis Reynolds and Donna Winitzky to CCDC Staff, March 20, 1997, 1-2, EMUA.
345 Mary Farrington to EMU Board Members, August 17, 1999, EMUA.
346 "Erb Memorial Union Programs and Services Guide," (1991), 14, EMUA.
347 EMU Annual Report, (1993-94), 1, EMUA.
348 Outdoor Program Annual Report, (1995-96), 1-3, EMUA.
349 Miller to EMU Staff, October 31, 1995, 2, EMUA.
350 EMU Board Meeting Minutes, February 7, 1996, 2, EMUA.
351 Allard and Casey Memorial Safety Equipment Library, a proposal, (February 1996), EMUA.
352 Tim Pyle, "Exploring the Outdoors," *Oregon Daily Emerald*, October 15, 1997, sec. F, p. 7.
353 Ibid., 9.
354 Amy Goldhammer, "UO gets top marks for outdoors, parties," *Oregon Daily Emerald*, September 21, 1998, sec. A, p. 13.
355 Simone Ripke, "Outdoor Program set to train trip initiators," *Oregon Daily Emerald*, October 5, 1999, sec. A, p. 3.
356 Club Sports Year End Report, (1991-1992), 1, EMUA.
357 Ibid.
358 Ibid., 2-3.
359 Indemnity Agreement, (November 1, 1990), EMUA.
360 EMU Annual Report, (1993-94), 1, EMUA.
361 Club Sports Annual Report, (1995-96), 1, EMUA.
362 Ibid., 1-3.
363 Miller to EMU Staff, October 31, 1995, 2, EMUA.
364 Brett Williams, "New season starts for UO students," *Oregon Daily Emerald*, October 21, 1998, sec. A, p. 9.
365 Teri Meeuwsen, "Love of horses draws team together," *Oregon Daily Emerald*, November 11, 1998, p.1, 3.
366 "Erb Memorial Union Program and Services Guide," (1991), 9, EMUA.
367 EMU Annual Report, (1993-94), 1, EMUA.
368 "Erb Memorial Union Program and Services Guide," (1996-97), 8, 9, EMUA.
369 Advertisement, *Oregon Daily Emerald*, January 6, 1999, p. 3.

370 Jason George, "Craft Center offers workshops," *Oregon Daily Emerald*, March 30, 1999, p. 8.

371 Ibid.

372 "Erb Memorial Union Program and Services Guide," (1991), 15, EMUA.

373 Miller to EMU Board Members, September 17, 1996, 1-2, EMUA.

374 James Peterson to EMU Board Members, October 31, 1995, EMUA.

375 Amy Goldhammer, "New system allows Ids to be debit cards," *Oregon Daily Emerald*, September 21, 1998, sec. A, p. 10.

Chapter XVII

1 Dusty Miller to Norman Wessels, January 10, 1994, 1-2, EMUA.

2 Ibid.

3 Miller to EMU Board Members, July 11, 1994, EMUA.

4 Request for Proposals, EMU Customer Survey, (September 11, 1995), 1-21, EMUA.

5. Ibid., 4.

6 Ibid., 6.

7 EMU Board Meeting Minutes, October 11, 1995, 2, EMUA.

8 Personal/Professional Services Contract, (October 26, 1995), 3, EMUA.

9 Director's Report to the EMU Board, November 20, 1995, 1, EMUA.

10 Erb Memorial Union Market Research Study, The Ricca Planning Studio, (March 3, 1996), 3.1, EMUA.

11 Ibid., 2.1.

12 Ibid., 2.2.

13 Ibid.

14 Ibid.

15 Ibid., 3.1.

16 Chris Ramey to ISES Corporation, July 13, 1995, 1-3, EMUA.

17 Ibid.

18 ISES Facility Condition Analysis, (January 8, 1996), 1.2.1, EMUA.

19 Ibid., 1.5.4.

20 Ibid., 1.1.1.

21. Director's Report to the EMU Board, (November 20, 1995), 1, EMUA.

22 EMU Board Meeting Minutes, January 10, 1996, 2-3, EMUA.

23 Miller to Fred Babcock, December 13, 1995, 1, EMUA.

24 Ibid.

25 Miller to Stephanie Dixon, December 13, 1995, EMUA.

26 Ibid.

27. Project Description, EMU Food Service and Recreation Facilities Remodel, a report, (August 1996), 3, EMUA.

28 Ibid., 9.

29 Ibid.

30 Ibid.

31 Ibid.

32 Ibid., 12.

33 Ibid., 13.

34. Ibid., 14.

35 Ibid., 15.

36 Ibid., 15-16.

37 Ibid., 16-19.

38 Ibid., 19-20.

39 Chris Ramey to George Pernsteiner, June 13, 1995, EMUA.

40 Miller to EMU Board Members, December 4, 1996, 1-3, EMUA.

41 EMU Board Meeting Minutes, December 4, 1996, 2, EMUA.

42 Miller to George Pernsteiner, December 24, 1996, EMUA.

43. Pernsteiner to J. Truman Baird, January 6, 1997, 1-2, EMUA.

44 Lynda Weisberg Swanson for Baird to Mike Green, February 12, 1997, EMUA.

45 Swanson to Mike Green, June 22, 1998, EMUA.

46 Miller to Dan Williams, July 1, 1996, 2, EMUA.

47. Fred Tepfer to various architectural firms, August 29, 1996, UOA.

48 Architects Agreement, (October 11, 1996), EMUA.

49 Tepfer to Prospective Consultants, July 9, 1996, 1-2, EMUA.

50 Food Service Consultants Agreement, (November 18, 1996), EMUA.

51 Invoice from Thomas Ricca Associates to EMU, June 20, 1998, EMUA.

52 Director's Report to the EMU Board, (November 6, 1996), EMUA.

53. Director's Report to the EMU Board, (November 20, 1996), EMUA.

54 Fred Tepfer to Campus Planning Committee, December 20, 1996, EMUA.

55 Architects Agreement, (January 7, 1997), EMUA.

56 Ibid.

57 Director's Report to the EMU Board, (May 7, 1997), EMUA.

58 Chris Ramey to Dan Williams, May 23, 1997, (EMUA)
59 Ibid.
60 Miller to Susan Racette, Theresa Coleman-Kaiser, Stephanie Dixon, Dana Winitzky and Kim. A., August 28, 1997. EMUA.
61 Garry Fritz to *The Register Guard*, September 10, 1996, EMUA.
62 EMU Building Remodel Summary Schedule, (April 25, 1997), EMUA.
63 Director's Report to the EMU Board, (May 7, 1997), 1-2, EMUA.
64 Michael I. Meyer to Alex Gordon, May 28, 1997, EMUA.
65 Project Supplement Agreement, (June 9, 1997), EMUA.
66 "$4.5 Million Student Union Make-Over Begins May 12," press release, (May 9, 1997), EMUA.
67 John Hyland to James L. Thomas, May 30, 1997, EMUA.
68 Ibid.
69 Miller to Various EMU Staff, June 4, 1997, EMUA.
70 Miller to Dan Williams, June 9, 1997, EMUA.
71 Ibid.
72 Miller to Various EMU Staff, June 4, 1997, EMUA.
73 Pacific Environment Group, Inc., invoice, (March 9, 1998), EMUA.
74 Stan Hayden to Peter Martin, February 12, 1997, EMUA.
75 Hayden to Gordon, May 12, 1997, EMUA.
76 Miller to Reggie Augsberger, September 19, 1997, EMUA.
77 Jim Lamb to Wildish Building Company, January 13, 1998, EMUA.
78 Miller to Truman Baird, June 11, 1998, EMUA.
79 Theresa Coleman-Kaiser to Stephanie Dixon and User Group, February 17, 1998, EMUA.
80 Paid Invoices, (1995-1999), Furnishings and Equipment File, EMUA.
81 Susan Racette to Coleman-Kaiser, Dixon, and Purchasing, February 18, 1998, EMUA.
82 Racette to Dana Winitzky, August 11, 1998, EMUA.
83 Racette to Karla Rice, October 21, 1998, EMUA.
84 Ibid.
85. Miller to EMU Food Service Employees, August 29, 1996, EMUA.
86 EMU to Prospective Contractor, October 28, 1996, EMUA.
87 Ibid.
88 Request for Proposal, EMU Quick Healthy Concept, (October 4, 1996), 13, 14, EMUA.

89 Ibid., 9-10, plus Amendment.
90 Ibid., 7.
91 Director's Report to the EMU Board, October 23, 1996, 2, EMUA.
92 Mark Seder to Miller, November 4, 1997, EMUA.
93 Racette to Vicki Wanner, October 16, 1998, EMUA.
94 Food Court Evaluation Committee Results, (December 8, 1998), EMUA.
95 Food Court Restaurant Contract, (January 7, 1999), 1-2, EMUA.
96 Request for Proposal, EMU Marketplace Booth Concept, October 7, 1996, 10-11, EMUA.
97 Ibid., 19.
98 Director's Report to the EMU Board, October 23, 1996, 2, EMUA.
99 Director's Report to the EMU Board, November 6, 1996, EMUA.
100 India House EMU Marketplace Proposal, (November 5, 1996), 1, 9, 10, 11, 13, EMUA.
101 RFP Proposal, Ritta's Burritos, (November 13, 1996), 1, 6, 9, EMUA.
102 Ibid.
103 Bento Brothers RFP Proposal for EMU Marketplace, (November 13, 1996), 1, 4, EMUA.
104 Racette to Doug Baker, Kim Guevara, Dan Rodriguez, Coleman-Kaiser, and Miller, January 6, 1997, EMUA.
105 Samurai Duck EMU Marketplace Proposal, (January 3, 1997), 2, 9, 11, EMUA.
106 The Noodle and Etc. Shop RFP Proposal for the Marketplace, (December 30, 1996), 2, 6, EMUA.
107 J. Truman Baird to Ellen Flacker, August 21, 1997, EMUA.
108 Agenda, Presentation Meeting, OAC Percent for Art, June 16, 1998, EMUA.
109 Mike Tierney to Distribution, August 11, 1998, EMUA.
110 Mike Tierney to Distribution, February 15, 1999, EMUA.
111 Amy Goldhammer, "EMU basement, Fishbowl reopen," *Oregon Daily Emerald*, August 4, 1998, p. 4.
112 Advertisement, *Oregon Daily Emerald*, August 4, 1998, p. 3.
113 Goldhammer, *ODE*, August 4, 1998, p. 4.
114 Ibid.
115 Amy Goldhammer, "EMU renovation culminates 10-year planning effort," *Oregon Daily Emerald*, September 21, 1998, sec. B, p. 14.
116 Rebecca Huntington, "Variety at heart of EMU's new look," *Register Guard*, September 29, 1998, sec. C, p. 1.

[117] Laura Baker, "EMU renovations get mixed reviews," *Oregon Daily Emerald*, September 30, 1998, p. 8.

[118] Facilities Services Project Acceptance Notification, (June 10, 1999), EMUA.

Epilogue

[1] Clyde Fahlman to Adell McMillan, Winter 2001.

[2] Mirjam Swanson, "Esslinger set to get the ball rolling," *Oregon Daily Emerald*, September 20, 1999, sec. B, p. 1, 4.

[3] Lisa Toth, "EMU Food Service rebounds, turns profit," *Oregon Daily Emerald*, June 2, 2000, sec. A, p. 1, 5.

[4] Mason West, "More than just coffee: The buzz on The Buzz," *Oregon Daily Emerald*, September 28, 2000, sec. A, p. 9.

[5] Lisa Toth, "CCDC experiences 30 years of change," *Oregon Daily Emerald*, October 20, 2000, sec. A, p. 1, 4.

[6] Ballot Measure #5, *Oregon Daily Emerald*, February 23, 2000, sec. B, p. 7.

[7] Brooke Ross, "A room with a world view," *Oregon Daily Emerald*, January 25, 2001, p. 1, 3.

[8] Jason George, "Sculpture's removal prompts no regrets," *The Register-Guard*, February 24, 2001, sec. B, p. 1, 2.

[9] Greg Holt, "UO moving freely into the age of wireless computer networking," *The Register- Guard*, November 4, 2000, sec. A, p. 1, 12.

[10] Beata Mostafavi, "Solar panel idea wins big bucks," *Oregon Daily Emerald*, May 22, 2001, p. 1, 6.

[11] Greg Holt, "EMU's power will go green," *The Register Guard*, June 21, 2002, sec. C, p. 1.

BVG

emorial
irector be
1991,
lunteer.
as partial
ears, pub
nions int
esident.

bout *A C*
e Erb M
elebrated
Novem
ommemo
ctivities,
ditions,
dividuals
s cente
iciting
storic c
tempt t
regon p

cover photograph by Jack Liu

ISBN: 1-4134-2157-1

Xlibris